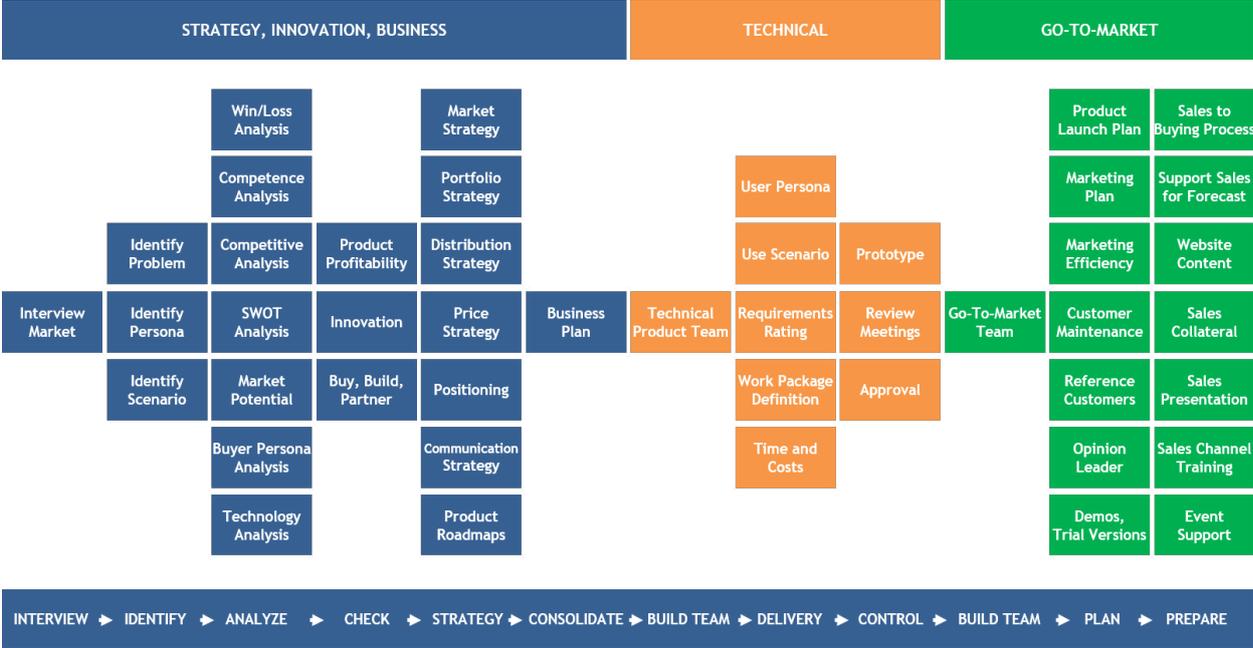


Successful Go-To-Market

according to Open Product Management Workflow™



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Congratulation and thank you!

You are reading, the world's most read book on
successful Go-to-Market.

I wish you personally much success in Go-to-Market.



Frank Lemser

Many thanks also to you.

Co-Author: Ulrike Laubner-Kelleher

Editing: Claudia Gnahn, Susanne Lemser, Ulrike Laubner-Kelleher

PREFACE

This book is designed to help you understand your everyday work as a Product Manager, to show you the individual work steps, the need for them and their relationships with each other so that you become a professional manager of your product.

To enable you and your colleagues to gain a common understanding and to ensure that you are all talking the same language within your team, we would be very happy for you to pass on this book free of charge.

This book will be used as a textbook within the framework of our Product Management training, in which we teach you in accordance with the Open Product Management Workflow™ method and according to the teaching principles of the Flipped Classroom.

The following textbooks are available free of charge:

- Strategic Product Management
- Technical Product Management
- Successful Go-To-Market

Important: *The “Successful Go-To-Market” textbooks require you to have previously read the “Strategic Product Management” textbook. Strategic Product Management is the preparatory work, it provides the fundamental knowledge and the results which are then processed further in Successful Go-To-Market.*

<https://www.pro-productmanagement.com/books>

DOWNLOAD OPEN PRODUCT MANAGEMENT WORKFLOW™

To allow you to get a full grasp of all the steps involved, we would recommend that you download Open Product Management Workflow™, print it out and add it to your learning materials.

You can download Open Product Management Workflow™ here:

www.pro-productmanagement.com/opmw

USE FOR FREE - PRODUCT MANAGEMENT DASHBOARD FOR JIRA - SOFTWARE

As an additional teaching aid, you can use the Product Management Dashboard for JIRA, the world's most widely used software for complete comprehensive product management, free of charge for 3 months.

You can **start immediately**, as the product is available as a cloud version and local installation.

The software provides you with an even simpler, step-by-step, practice-oriented traceability of the course material, as it is also based on the Open Product Management Workflow™ and contains a complete sample product.

After learning, you can continue to use the software for daily work.

You can learn more about the Product Management Dashboard at the end of the book or on the website:

www.pro-productmanagement.com/pm-software

THE COURSE TEACHING METHODS - FLIPPED CLASSROOM

“The course has taught me a lot, I’m impressed by the Open Product Management Workflow method and I now really have to have more interviews with customers to practise this and much more.” This is what participants have said again and again over the last few years upon finishing our training course.

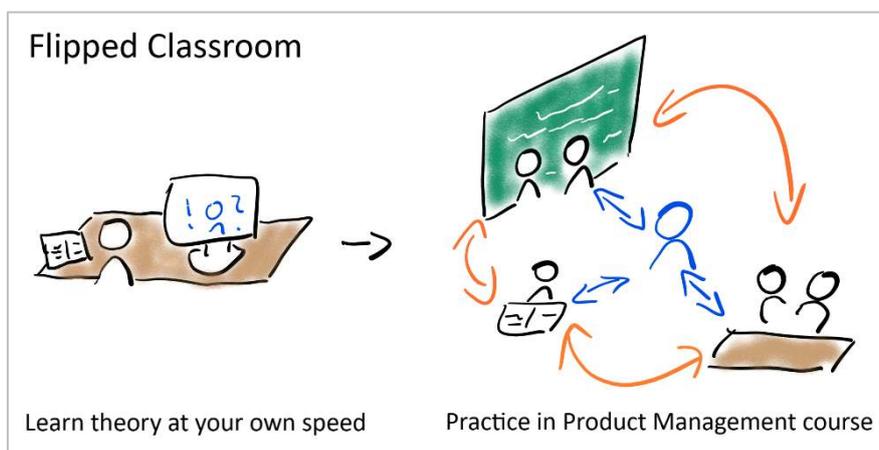
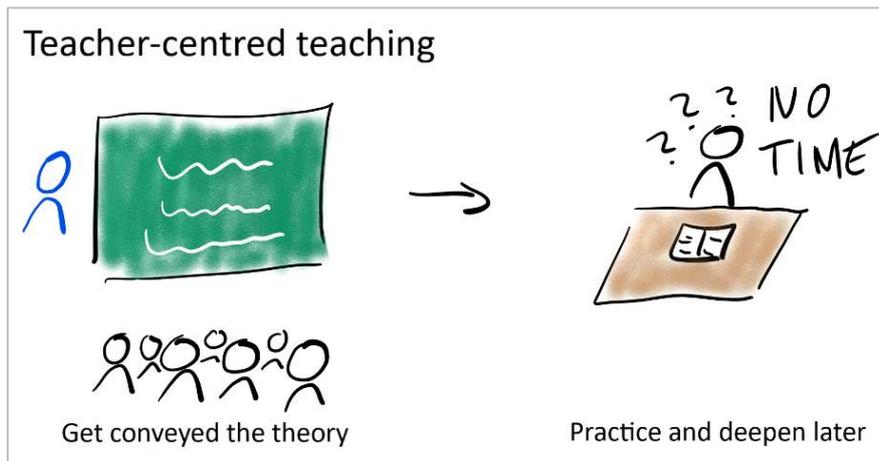
Since Product Managers are pulled straight back into normal working life after the training, from experience there is little time for them to practise and expand on what they have learned. We have therefore considered how we can help participants to spend the time we have together during the course to help them to get even more practice.

The solution is the Flipped Classroom teaching method.

FLIPPED CLASSROOM, INSTEAD OF TEACHER-CENTRED TEACHING

Instead of teacher-centred teaching, the theory is to learn things yourself in peace and quiet and then to practise their practical implementation during the time you are all together on the course - that’s the idea behind the Flipped Classroom teaching method and how we convey our teaching content.

Trainees work at home and assimilate the theoretical principles at their own pace. They then get to practise them in the classroom using different methods and tasks and the trainees receive individual support. The trainees move from a passive role into an active one. As such, the trainees reach the highest level of the teaching methods as the learning content is optimally consolidated and the participants are immediately capable of implementing them in their daily work.



BENEFITS FOR YOU AS A PARTICIPANT

For you as a participant, Product Management training based on the Flipped Classroom teaching method offers the following benefits:

1. You as a trainee can learn the theory at your own speed and in peace and quiet, since you can read our textbooks long in advance of attending the course because there are freely available copies.
2. During the course, as a participant you will not be bombarded with new ideas, but rather your questions will be answered and you will strengthen and deepen the knowledge you have previously acquired.
3. The use of the tools needed for Product Management is learned during your time on the course.
4. The implementation of the Product Management activities will be carried out jointly and under professional guidance.
5. As a participant, you are immediately able to incorporate the new things you have learned into your daily work, since your confidence in your own actions will be strengthened.
6. You save time on time-consuming, expensive reworking.

BENEFITS FOR YOUR COMPANY

The following benefits for your business result from Product Management training based on the Flipped Classroom teaching method:

1. You save time and money because you don't have to free up time for your employees to learn the theoretical material, nor pay for their study time.
2. You save money because you pay only for the time in which we work with the participants.
3. With your investment, you will get colleagues who are both trained in the theory and practice, who use their Product Management tools and who have achieved results which are necessary for the manufacture and marketing of successful products.
4. You benefit immediately from your Product Manager's modified working methods as your colleagues can get started immediately after the course without them having to carry out time-consuming subsequent work on the teaching content.

What can you expect before the course and during the course?

Before the course:

- (1) You can download our textbooks which are available free of charge and accessible on our website
- (2) We will provide you with a schedule
- (3) You can acquire the theory in peace and quiet and according to your own schedule
- (4) Write down any questions that we will then answer in the course
- (5) Prepare yourself beforehand for the tasks and familiarise yourself with the material

During the course:

- (1) Questions about the understanding of the theoretical knowledge are answered
- (2) Products are developed together
- (3) Situations from the everyday working life in Product Management are implemented using practical exercises
- (4) Product Management tools and their uses are learned
- (5) Participants are supported right away and will get direct feedback.

LEARNING OBJECTIVES TO MAKE THE VERY BEST OF YOURSELF

For each course and for each topic there are defined learning objectives, i.e. it is clearly defined exactly what the participants should have mastered by the end of the course. This is the only way that it can be individually determined for each participant where potential for their own optimisation lies.

The learning objective that stands above everything is:

The participants are familiar with all the steps and can use the corresponding tools that are needed to produce a market-driven product, as well as market this product and control its success.

Examples of learning objectives for individual topics from Strategic Product Management:

- a) Participants can explain the importance of market orientation
- b) Participants can identify the tasks of the PMs and compare them with the current state
- c) Participants can identify interfaces with which they work and show who they have to pass which information to and in what form.

PRODUCT MANAGEMENT AS AN ECOLOGICAL AND ECONOMIC OPPORTUNITY

Imagine developing innovative products that are sustainable and save a lot of resources such as raw materials, materials, energy, water, labor and time.

Imagine that you need only 50% of the previous time for development and marketing and at the same time your company becomes up to 31% more profitable.

All the tasks you need to do are clearly defined and many of them are automated or can be done in minutes using the Product Management Dashboard, our product management software.

**GREEN PRODUCT
DEVELOPMENT™**



What else you need to do: *talk to your customers, conduct interviews.*

This way you develop products that are sustainable because you solve problems that are widespread as well as satisfy real needs of customers. At the same time, you avoid costly, time- and resource-consuming misdevelopments. And incidentally, you'll make your business up to 50% faster and 31% more profitable.

Product management has the ecological future of all of us as well as the economic future of your company in its hands.

You have this future in your hand.

Get started today with Green Product Development™.

We provide you with the tools and training to do so.

Hint:

All of this also applies to existing products and can be applied there as well.

More information: www.pro-productmanagement.com/green-product-development

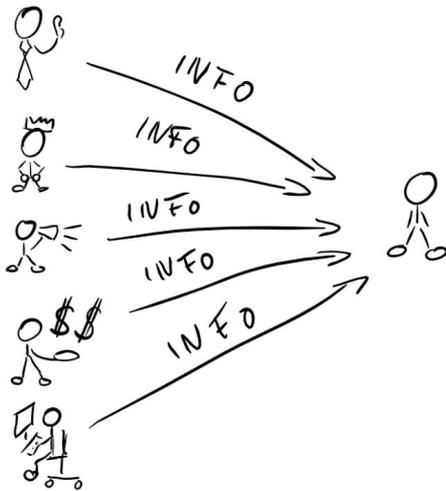
The Product Management Dilemma or how Product Management should build the future with a hammer and chisel

When you start as a Product Manager, you have a job where often barely anyone in the company knows what you actually do or what your responsibilities are.

You are completely on your own.

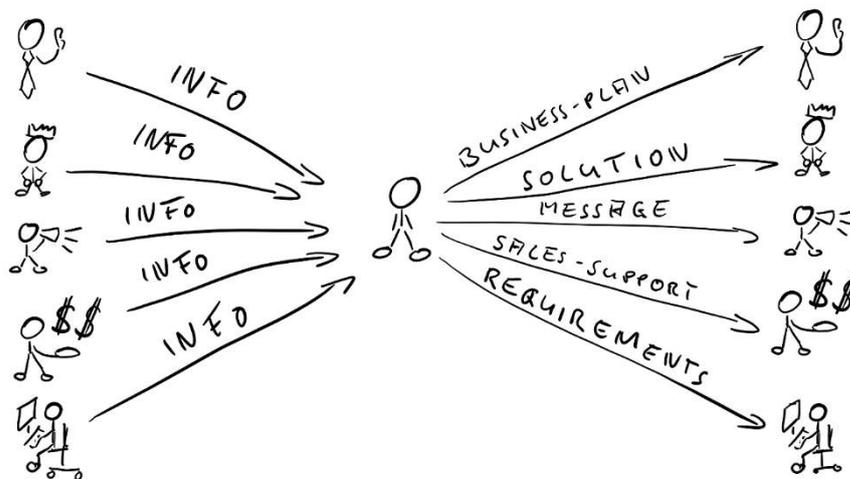


Suddenly, you've got colleagues from all directions with information from the Management, from Marketing, from Sales and Engineering coming to you and the customer, who is king, is also being passed on to you.



At some point you get the feeling that everyone is just chucking their stuff at you.

At the same time, everyone wants you to create order from all this information and then to compile it in such a way that they can then reuse it themselves.



So, the Management expects a decision proposal and a business plan.

King Customer hopes that his problems will be solved.

Marketing wants a market message that customers understand and that illustrates the unique added value.

Sales want materials and selling points which will assist them in doing business as easily and as quickly as possible.

The engineers want to have the requirements prioritised, so that it results in a market-driven product which they can then develop in peace.

Not only that, but we are at the beginning of our job as a Product Manager and haven't received an exact job description or even at least training from which we could learn our role and get the tools that would be able to help us. No. We are just expected to get on with it, using Word and Excel as our tools - our hammer and chisel - to bring order to all the information so that all our colleagues and customers get what they need. With Word and Excel we have to hammer and chisel product strategies and as such help to shape the company's future

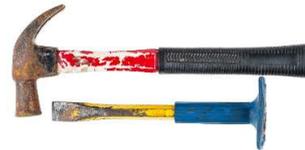
 The tools for building the future of the company in product management are:



Word and
Excel

=

your



Hammer and
chisel

Product Management today still work with hammers and chisels, i.e. with Word and Excel, to create the products of the future as well as to design the long-term company strategies.

All other departments today use special tools to make their work more efficient, time-saving and to complete it successfully.

For example, Sales have a CRM (Customer Relationship Management) System and/or an ERP (Enterprise Resource Planning), i.e. SAP or a similar system to supply the best services.

The accounting department also uses ERP and accounting systems for a more efficient organisation of its work. Engineers and Developers use CAD systems, development environments for software, project planning software etc. as their tools. Customer Support uses a ticket system order to be more effective.

But ask your manager if the following points are expected from you as a Product Manager:

- To consolidate information from customers, Sales, Management, Engineering, Customer Support, partners and to then prioritise these at the end
- To collect and evaluate market information from the competition, the analysts and from studies
- To carry out various business analyses and bring their results together
- Identify risks and opportunities
- Derive proposals for strategies from the market
- To deliver decision proposals that are based on market facts so that bad investments can be avoided
- To sort market and product requirements such that they lead to a market-oriented product
- To create a market message which Marketing can communicate such that customers understand it, Sales can close sales faster and sales costs are reduced
- Control the product's success using KPIs and, if necessary, introduce the right measures
- Set up and implement the go-to-market with launch plan, marketing plan
- Create marketing and sales materials including web pages or provide the content

If you have asked your manager and you have found many commonalities with the instances above, you can point out once again that you currently only work with a hammer and chisel - Word and Excel - to fulfil all of these complex tasks.

You might have experienced one or the other points before. In numerous discussions with Product Managers over the years, we have learned:

- The completion of Product Management tasks using Word and Excel is very time-consuming
- Several Product Managers working together on one product is not possible today with Word and Excel
- The consolidation of all the information about the product in one central location is difficult and a great deal of effort is needed for this
- Working on several products at the same time is usually chaotic
- Word and Excel are suitable only to a limited extent for the management and the merging of all the information that a Product Manager receives and has to evaluate
- Conducting analyses and the merging of the analysis results are possible but incredibly time-consuming
- The review and evaluation of product requirements means a lot of time has to be invested
- All documents about the product for sales, marketing, engineering, customers, etc. are spread everywhere and it takes a lot of time to find the right one.
- It is unclear what all needs to be done for a successful Go-to-Market.
- Whether our marketing efforts are successful is unclear.
- (The list could go on)

As we work as Product Managers ourselves and are often at different companies, we have faced these exact problems outlined above. That's why we initially developed the tools for Product Management for our work - which are also available to you.

1. Product Management Dashboard® is a product management software that provides a fully automated Open Product Management Workflow™, with clear tasks.
2. Product Management ToolBox™ as about 25 Word and Excel templates, which you will receive and learn in the corresponding trainings.

PRODUCT MANAGEMENT TOOLBOX™ – TRAINING

In our textbooks, we repeatedly refer to documents and tools. These tools are part of the Product Management ToolBox™, which consists of about 25 templates for Word and Excel.

These tools have been developed to enable you in product management to perform all the necessary tasks for successful economic and ecological product development as easily as possible.

You will get the tools exclusively in the corresponding trainings. There you will learn how to use them and how their interaction works.

The Product Management ToolBox™, i.e. the Word and Excel tools, have been automated in the Product Management Dashboard® software. The software also offers clearly prioritized tasks as well as a delimitation of roles and tasks plus many other advantages.

If you would like to continue learning the tools of the Product Management ToolBox™, i.e. the Word and Excel tools, you are welcome to do so in our training courses.

Information on training with ToolBox™: www.pro-productmanagement.com/training-toolbox

PRODUCT MANAGEMENT DASHBOARD® FOR JIRA – TRAINING

Clearly prioritized tasks, delineated roles and tasks and to have a common thread in product management with automated tools, there is the Product Management Dashboard for Jira.

Now there is one place where all product information from different sources is consolidated.

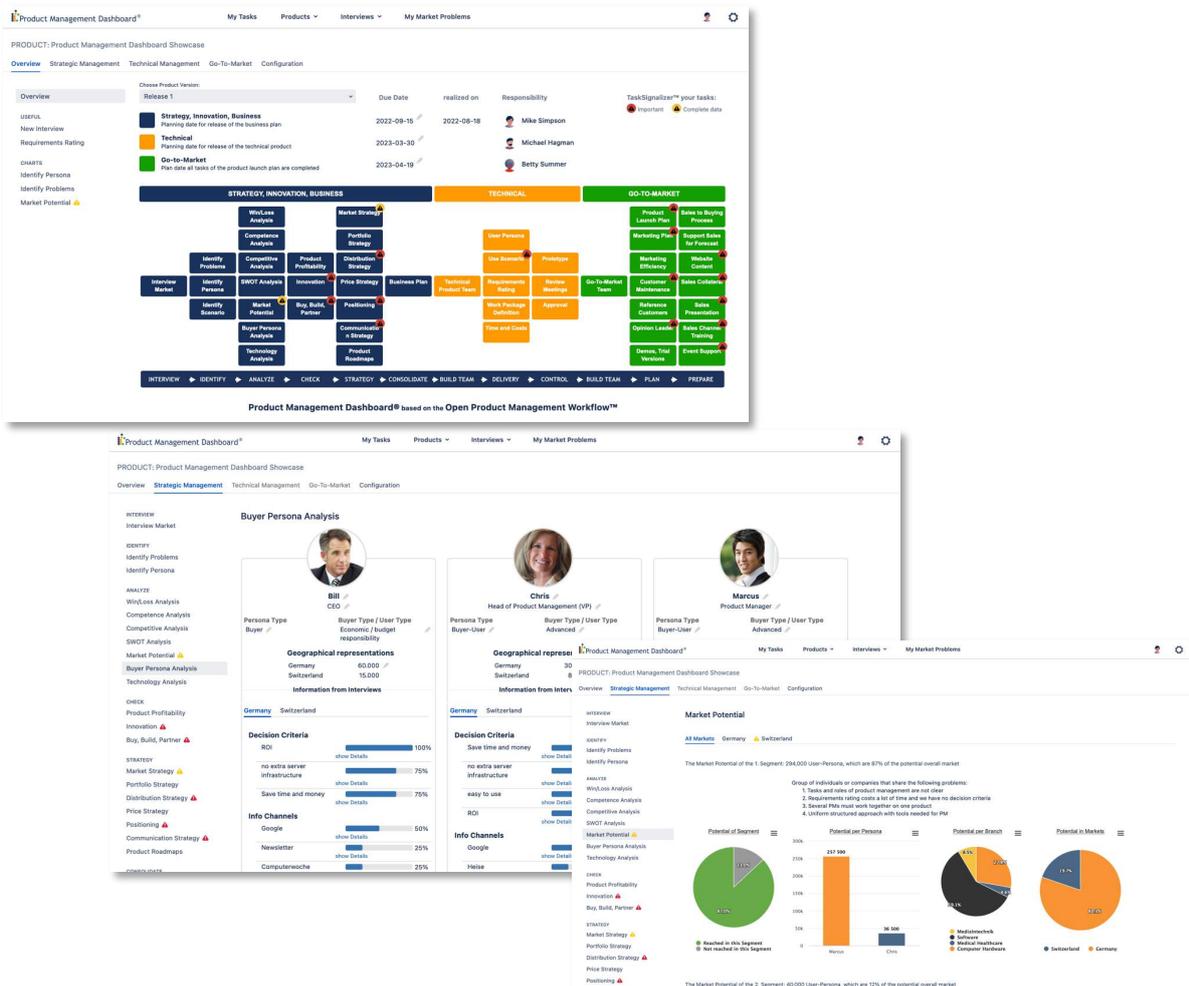
Many things such as analyses, Business plan creation and backlog prioritization. The Go-to-Market is planned in the team with clear tasks and the tasks are distributed. Likewise, all materials can be stored in the Product Materials Library™ so that anyone can find them in seconds.

Information on training with Dashboard: <https://www.pro-productmanagement.com/training-dashboard>.

USE PRODUCT MANAGEMENT DASHBOARD® FOR JIRA IMMEDIATELY

So that you can immediately accelerate your work as a product manager in an orderly manner and professionalize it in line with the market, the Product Management Dashboard is immediately available to you in addition to the textbooks, which works together with systems such as JIRA. You can start immediately with the cloud version or the local installation.

More information about the free download and the Product Management Dashboard can be found at the end of the book or on the website www.pro-productmanagement.com/pm-software.



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PRODUCT MANAGEMENT WITHIN THE ORGANISATION

Where should Product Management be placed in the organisation and why? This is a question which we are frequently asked.

Before we answer the question, we need to know something more fundamental to get a common understanding. Jeff Bezos, CEO of Amazon Inc., once said:

“If we have a good quarter it’s because of work we did three, four and five years ago. It’s not because we did a good job this quarter.”

Which department in the company is measured when we measure the work from the last quarter?

If you thought of Sales, then you’re confirming your and our experience from practical experience.

In Jeff Bezos’ quote, which department did the work three, four or five years ago which has now led to the success?

Did you think of Product Management? Then we agree with you.

The work and the actions of *Sales* are usually based on the *short-term*.

Work done by *Product Management* on the other hand is usually oriented to the long term, since it is concerned with the analysis of the market and the resulting strategic planning for the next three, four or five years. After the planning, Product Management is tasked with the implementation of this planning. Eventually, Product Management provides Sales with its findings as support.

This scenario shows how opposite Sales and Product Management are and the sequence in which they work.

So, let’s come back to the initial question: Where should Product Management be placed in the organisation and why?

The easiest way to answer this question is to sit and think about the following questions and answer them quietly on your own.

1. What happens if Product Management sits in the Sales organisation?
2. What happens if Product Management is pegged on to Engineering or Development?
3. What is the result when Product Management is located in Marketing?

We will work through the answers together with the participants in our seminars. Over the years, the following conclusions have taken shape:

Product Management in the organisation

Advantages and disadvantages for the allocation to different departments

Advantages

- + Good customer contact
- + Selling points are known
- + Market (and product) knowledge

Sales

- Often shared role with a focus on selling instead of strategy
- Many individual customer solutions
- Large product portfolio
- Focus lies on existing customers
- Focus is on market launch date and less on strategy

Disadvantages

Engineering

- + Many ideas
- + High level and deep product knowledge

- No customer contact
- If there is customer contact, customer is consulted on-site and a solution developed instead of listening to pick up on problems
- Products are developed outside of Engineering
- Without market facts
- Very technical communication
- Product specification instead of problem, solution and product description
- Often more individual solutions

Marketing

- + Direct customer feedback
- + Customer dependence
- + Communication is the focus

- No customer proximity
- Less listening
- Simple arguments are communicated at first, instead of problems that have been solved
- No technical understanding
- Little product knowledge
- Focus on market launch dates, marketing campaigns, instead of controlling the product

Management of the company

- + Support
- + Acceptance in the company
- + Neutrality and 360° view of product, customers, market, finances
- + Product Management has its own budget like other departments
- + Neutrality towards all other departments

- There may be no acceptance of other departments in team work

As you can see from the above table, advantages and disadvantages are clear.
One recommendation which results is:

Ideally, Product Management is best directly 'pegged on' to the Management of the Company, as every other department is, incidentally.

Product Management is a central function in a company from which almost every department needs something. Product Management can provide a lot, and has to provide a lot, if the product is to be successful.

Product Management can raise the company to the next level and have a boost effect.

In order to do that, it's vital that:

1. The Product Managers know what they have to do to produce market-oriented products
2. The Product Managers have mastered the necessary tools
3. There is a budget, as there is for any other department, which is used for:
 - a. Travel to customers, conferences and trade fairs
 - b. Special tools such as software, models
 - c. Further training
4. The responsibilities within Product Management are defined, and are divided if necessary
5. Product Managers are directly affiliated to the Executive Management, just like any other department!

CLEARLY PRIORITIZED TASKS, ROLES, RESPONSIBILITIES AND DEADLINES

Product management teams worldwide, repeatedly mention the following product management problems to us:

- Unclear tasks and deadlines as well as no overview of deadlines
- Prioritizing one's own tasks and meeting deadlines is difficult
- Unclear roles and responsibilities as well as demarcation to other departments
- No time for strategic work in product management
- Prioritization of requirements takes a lot of time
- Collaboration with other department and handover of information is difficult
- Lack of transparency in product development etc.

As a solution to these and many other product management problems, you can use the Product Management Dashboard for Jira, which is available as a cloud version as

DAYS UNTIL DEADLINE	STATUS	DESCRIPTION	TYPE	PRODUCT	COMPLETE UNTIL
	INCOMPLETE	Set due date for phase 'Strategical'	Due date missing	Marketing Dashboard	
10	IN PROGRESS	Write and release Fact Sheet	Launch Plan task	Product Management Dashboard Cloud	2022-10-31
11	IN PROGRESS	Fact sheet design/development and complete fact sheet released	Launch Plan task	Product Management Dashboard Cloud	2022-11-01
18	100%	Publish Fact Sheet for everyone internally in the Product Managem...	Launch Plan task	Product Management Dashboard Cloud	2022-11-08
39	100%	Provision of product photos/screenshots for all materials in the Pro...	Launch Plan task	Product Management Dashboard Cloud	2022-11-29
40	IN PROGRESS	Google Ads: Provides texts as input for marketing	Marketing Measure task	Product Management Dashboard Cloud	2022-11-30
40	100%	Google Ads: Defines targets	Marketing Measure task	Product Management Dashboard Cloud	2022-11-30
88	IN PROGRESS	Recruitment of reference customers from the beta tester customers	Launch Plan task	Product Management Dashboard Cloud	2023-01-17
95	100%	Get 1-2 customer quotes including photos for marketing and sales ...	Launch Plan task	Product Management Dashboard Cloud	2023-01-29
95	100%	Get 1-2 secure customer quotes including photos for press	Launch Plan task	Product Management Dashboard Cloud	2023-01-29

Product Management Dashboard: MyTasks Dashboard™, always know what needs to be done & automatically prioritized tasks, by deadlines.

Author: Frank Lemser – Version: December 2023

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INTRODUCTION

The Go-To-Market stage is the part of Product Management where you market your work and the work performed to date by your colleagues in terms of strategic and technical Product Management, i.e. you let the potential customer know that you have developed a solution for their problem which will save them time and/or money.

Yet in practice we have frequently observed that this area of Product Management tends to be badly neglected, with the result that some very good products and services fall by the wayside.

A prerequisite for a successful Go-To-Market phase is high-quality preparatory work in terms of strategic product management, because we once again use the results obtained to provide the basis for implementing the best possible marketing measures. It is also important to have a thorough understanding of the buyer decision process from the point of view of the customer, as this knowledge can be used to derive the optimal process for marketing and sales.

In particular when it comes to having an understanding of the interrelationships between Marketing, Communications and Sales, we often witness deficits in Product Managers in the marketplace.

Interestingly, this lack of understanding extends across a wide range of different industries. Although one may initially think that Product Managers from technology and software companies would be predestined in this respect, in fact experience has shown that Product Managers in commerce and trade are also lacking in knowledge of the interdependencies in the relationship between the customer, Marketing, Communications and Sales.

It is therefore not surprising that Product Managers are often heard to grumble about Marketing, Communications and Sales and that we hear statements such as “Sales doesn't make any effort at all to sell my product. If Sales put in a bit more effort, my product would have much higher sales figures.”

This book should help you to acquire this understanding. Used in combination with the tools that we have developed, which you will be given and will learn to use in our Go-To-Market training sessions, it will help you to go through the steps that are needed to achieve the planned, successful and repeatable marketing of your products.

GO-TO-MARKET AS A PLANNABLE PROJECT

As already mentioned in the introduction, the Go-To-Market phase is the part of the process where the work performed by the product teams who have been working on the product up until this point and by all employees involved in the development of the product will be marketed. A lot of working hours and money have already been invested in the product.

This makes it all the more important at this point that just as much passion and energy is put into this next phase, because the efforts made to date will only pay off if you go forward in just as professional a manner as has been the case so far. If you view the Go-To-Market phase as being just a necessary evil or only proceed in a half-hearted manner, then it may be that the whole thing will simply fizzle out and your product will never achieve success. ... even though it was in theory a successful product that you had great plans for, which is why you started to develop the product in the first place. Wasn't it?

Please always remember that, when it comes to the Go-To-Market phase, you only get one attempt, only one shot, so it needs to hit the mark. After all, when it comes to the product launch, you can only send out one press release to the trade press.

Example from actual practice:

We found the following example of a press release for a product launch on the IT news ticker "heise online", which is very well known in Germany.

Unify's communications platform Project Ansible is ready to go and has been renamed Circuit

30.10.2014 09:59 am

Unify (formerly Siemens Enterprise Communications) are now presenting their communications platform for businesses with a new name, Circuit. This platform first saw the light of day under the name Project Ansible.

Unify presented Circuit in Munich and in California. The communications platform has up until now been known by the name Project Ansible. Unify, who at that time were still called Siemens Enterprise Communications, announced the development in the summer of last year.



Inspiration: the Circuit graphic interface functions like a social media app.

Circuit's interface, which Unify designed in collaboration with Frog Design, is based on the idea of a social media app and is designed for company communications. Employees can work together via chat, speech, pictures or videos. Files can be exchanged during conversations. Circuit is web-based and functions seamlessly via a browser, smartphone or tablet. Communications are built to a large extent on WebRTC. The W3C standard for real-time communications is supported primarily by Google, the Mozilla Foundation and Opera.

All conversations are saved, although in the standard version it is only participants who have access to their history. Communications between clients and the server are likewise encrypted and the same goes for the data stored on the server.

It will now be possible to move seamlessly between different devices meaning that employees can switch between a browser and a smartphone with a swipe of the finger. Currently Circuit only supports iOS for mobile phones. Unify is intending to follow this up with an Android client in around two months' time. Windows Phone and Blackberry will be following on, probably by the middle of next year.

Initially, Unify is offering Circuit as "software as a service" (SaaS) for EUR 14.95 per employee per month. Companies can try out the platform free of charge for a period of 60 days. The computer centres are in Frankfurt, Amsterdam and Washington. At a later point in time, Unify is planning to offer both an on-premises environment and also a geo-specific cloud which will allow customers to determine which country their data is stored in.

Did you find out from reading the above where the added value is for potential customers? How much time and/or money can be saved? Why you should perhaps purchase the product?

If you had seen the report on the news ticker, you would probably have stopped reading after seeing the title. And it is precisely at this moment, when you stop reading, that the work of the engineers, Product Managers and all the others who were involved goes up in smoke.

You can still go back and make amendments to the finer details, but you can't turn back the clock and implement the Go-To-Market plan a second time.

It's important to view and plan your product's Go-To-Market phase as a project in itself.

The following aspects need to be planned for the Go-To-Market project:

- Timing
- Tasks
- Who will be required for the Go-To-Market team and which colleagues can offer support
- Who will do what, and when
- Regular points to allow you to check status
- How and when the release will take place

You will need to plan the following rough key goals and tasks for and with your Go-To-Market team:

- Communicating the solution to the problem
- Getting across your unique area of expertise
- Making sure sales channels are fit for purpose
- Making plans for the right communications partners and briefing them
- Implementing and/or optimising the sales process
- Increasing willingness to buy
- Winning over potential and evaluating customers
- Ensuring the operation, supply chain and availability of the product
- Making sure Support and Customer Service are fit for purpose

By means of a further example, we would like to highlight the impact that good planning in terms of the way you run the Go-To-Market phase can have on the success of your product.

Example from actual practice:

To follow, we will first of all take a look at the Go-To-Market for the Apple iPhone 4 from the point of view of the market, and we will then go on to analyse the same for the Nokia Lumia 1020.

Product launch Apple iPhone 4



Prior to the actual day of the product launch, the Go-To-Market was planned and the production department manufactured the phones in readiness.

At the same time, countless articles were published in advance of the launch which spread rumours about the new product. Journalists and bloggers filled the internet and newspapers with details of the possible new functions that the product would offer. This targeted approach steered attention towards the day of the actual product launch.

On 7 June 2010, the iPhone 4 was then presented in the context of an event that had been announced across all media channels. Immediately afterwards, the first reports could already be read online worldwide and countless pictures were also now published.

With this excellent preparatory work for their Go-To-Market plan, Apple even managed to be featured on the 8.15 pm News on German TV, i.e. there were reports on Germany's main news programme about a product launch. This meant that people who were less focused on technical features also learned that Apple had brought out a new product.

During the event, Apple announced that the product would be available from 24 June in the USA, Germany, France, the United Kingdom and Japan.

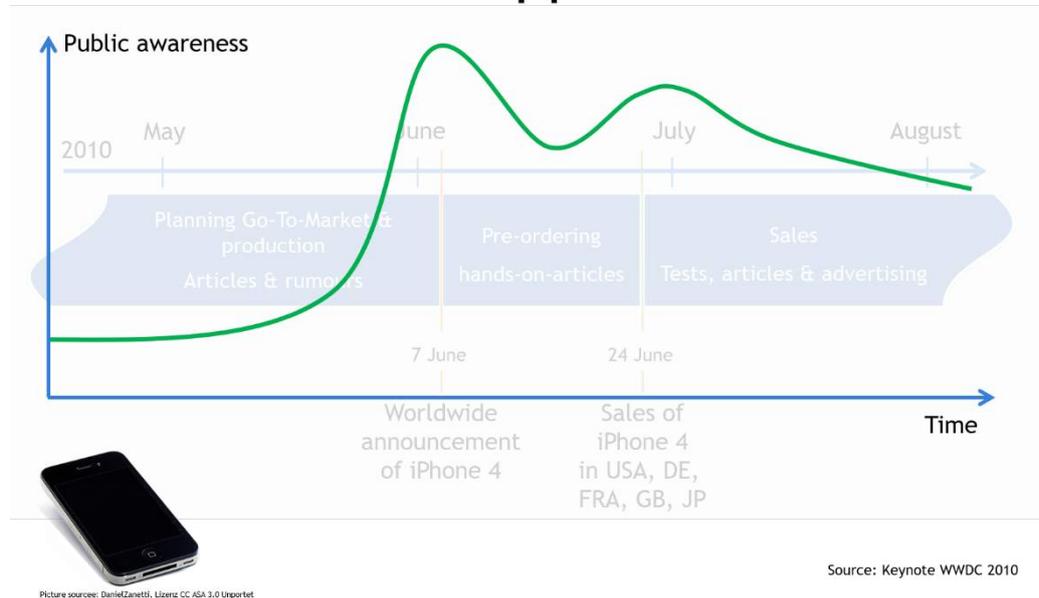
After the product launch, the product could be pre-ordered from all Apple's distribution partners. In the days following the event, Apple gave journalists and bloggers the opportunity to test out the device, with the result that, in the run-up to the actual sales launch, hundreds of "hands-on reports" were published, in almost all newspapers as well as online. This of course fuelled the interest of potential customers even further, to the point where almost no-one could miss the fact that a new iPhone was being launched.

There were even reports on TV, online and in the newspapers about the date of the actual sales launch.

After the official sales launch, detailed test reports on the new phone could be found across all forms of media. At the same time, advertising campaigns were also launched by Apple's sales partners, for example Deutsche Telekom. Apple also launched their own advertising campaign to present the unique benefits of their new product.

In order to make it clear how the level of public awareness varies during the individual stages of the Go-To-Market phase, we have drawn a curve over the previous graphic.

Product launch Apple iPhone 4



The curve shows the slow but steady increase in interest in advance of the product launch on 7 June 2010. This event represents the peak in terms of public awareness which then slowly levels off afterwards, with another rise tying in with the sales launch not long afterwards on 24 June 2010, this time created by the campaigns mentioned above.

Awareness then decreases only slowly through all the measures that start from this point in time, in particular because the phones are now starting to turn up in groups of friends, colleagues and acquaintances, where they create further attention.

What we have shown you here is something that can only be achieved by drawing up a meticulous plan and by the precise implementation of this plan. In addition to the achievements in terms of communications, which are clear to see from the outside, the performance of the entire production and logistics teams also need to be given recognition, likewise the organisation in terms of linking up all the right communications partners and sales partners at each stage of the process, as well as their preparation for communications and distribution. However, it is also clear that the foundations for success will have been laid in the area of strategic product management, because this is where all the strategies will have been established, for example with regard to the marketing message (product positioning), communications and communications channels, as well as for sales and sales channels.

Let us now compare this, as promised, with the Go-To-Market from the point of view of the market for the former flagship of the Nokia Lumia range – the Lumia 1020.

We deliberately selected the Lumia 1020 for comparison because, in the practical exercises in our Product Management training courses, the students used to conduct interviews on the subject of "Problems with photography". It was very often the case that participants in our courses cited photography issues with their smartphones. These were some of the problems frequently mentioned:

- blurred pictures
- noisy images
- poor quality pictures in the dark

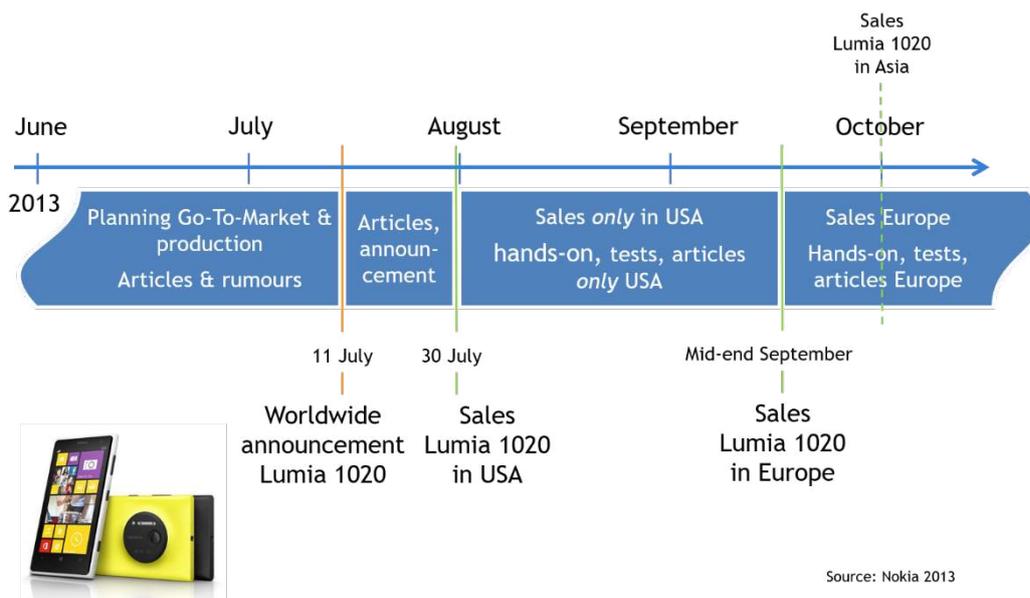
- flash insufficient
- phone cannot be mounted on a tripod
- not possible to take RAW images for better post-editing

In 2013, Nokia introduced a mobile phone onto the market that solved all of these problems, the Lumia 1020. It was in fact more of a camera with an added mobile phone as, in terms of its technical features, it had everything you could need for the best quality photos. Countless tests confirmed that this camera monster with 41 mega pixels produced images of an outstanding quality, especially in conditions with poor light. Nokia also provided a detachable camera handle with a built-in additional battery that made it possible to screw the mobile phone with its handle onto a tripod.

The interesting point here was that almost none of the students on the courses had heard of this smartphone, which actually solved the problems that they always complained of.

Let's take a look at the graphics for the product launch of the Nokia Lumia 1020 to try to get an understanding as to why so few people knew about this smartphone, despite its highly innovative, problem-solving photographic technology.

Product launch Nokia Lumia 1020



As with Apple, the Go-To-Market for the Nokia was also planned and production of the product had started before the actual date of the product launch. In this case too, countless internet bloggers, news tickers and newspapers reported in advance on this highly unusual phone and made pronouncements on the quality of the photographic technology and the pictures which people could expect to take.

Nokia announced that the product launch would take place in New York on 11 July 2013. This information was also shared across the spectrum of bloggers and journalists.

On 11 July 2013, the phone was presented at an event that could also be followed live online. To follow, in this case too, "hands-on samples" were available which demonstrated the exceptional performance of the camera. However, at the product launch, Nokia also announced that the sales launch of the product would be on 30 July

2013, but only for the USA market. The launches for all other markets would follow on at a later point in time. There was talk of autumn 2013 as a date for Europe and Asia.

In the days following on from the product launch, the first test reports appeared. Detailed test reports were published to coincide with the sales launch in the USA, from 30 July onwards.

As the product was initially only available on the US American market, German journalists soon lost interest.

In the USA, the 2013 launch coincided with the summer holidays, which run from the beginning of June to the middle of August. In Europe too, it was a holiday period almost everywhere, from the end of June onwards at the latest. During this period, such product launches and technology news stories tend to go unnoticed, and many things are simply forgotten about by the end of the holiday period.

At some point in September, the news was published on German news tickers and blogs that the Lumia 1020 would be available to buy in Germany from around the middle of September. This information got lost in the huge number of notifications. When the product then became available in Germany, only a few websites published test reports on the Nokia smartphone. There were very few real advertising or communications campaigns with partners.

The phone was not launched on the Asian market until October.

Let's take a look at the curve for public awareness of this product.

Product launch Nokia Lumia 1020



Even in advance of the product launch, we can see that the level of interest and therefore public awareness was lower. On the day of the product launch, there was indeed a peak in awareness but this failed to reach everyone. For example, Nokia was not covered as a theme on the 8.15 pm TV news broadcast in Germany, even though the international press had published sufficient reports on the new phone from the former world market leader.

The level of public awareness was lower from the start and also dwindled at a much faster rate because, as already highlighted, most of the people in the Northern Hemisphere were on their summer holidays. All the energy that had been invested into the international product launch in New York fizzled out very quickly because it was a holiday period and by September (Europe) and October (Asia), hardly anyone could remember

the device when it finally arrived on the market and was available to buy. The smaller local product launches, i.e. the local press releases for the sales launches in the individual countries, went unnoticed and the phone was no longer sold by journalists as an innovation, as there was actually no longer anything very new about this product.

We can briefly summarise all the points where things were done quite differently at Apple:

- International product launch in the holiday period for the Northern Hemisphere
- Sales launch right in the middle of the USA holiday period
- Sales launch in Europe and Asia too long after the product launch

It is therefore hardly surprising that almost none of the Product Managers on our training courses who took part in the interviews had heard of the Nokia Lumia 1020, despite their interest in technological advances and the fact that this smartphone could have solved all their photography problems.

What could Nokia have done differently in your opinion?

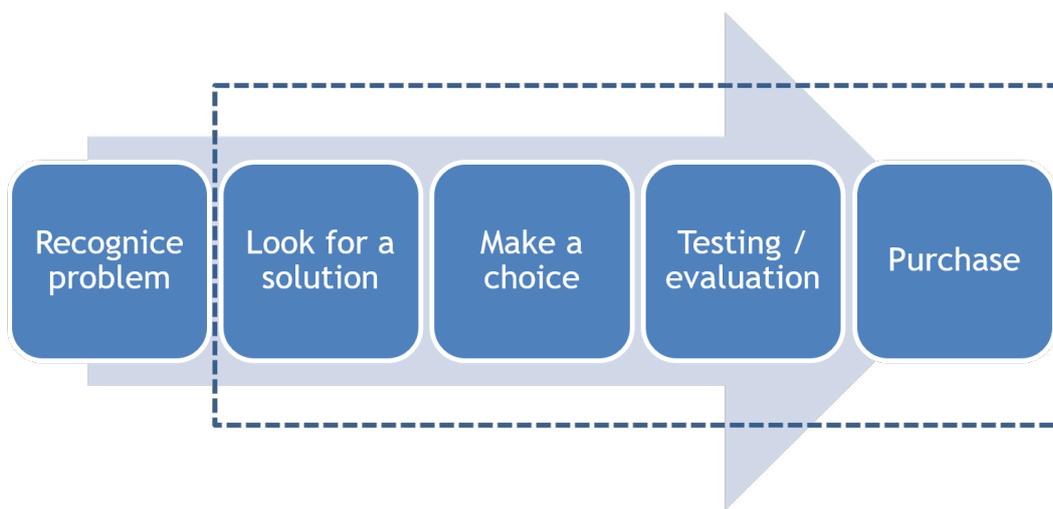
PLANNING THE GO-TO-MARKET FROM THE CUSTOMER'S PERSPECTIVE

As you have already learned from our other books, we view the whole topic of product management from the point of view of the market and of the various types of customer.

We also view the Go-To-Market from this perspective in order to achieve the best possible outcome for all those involved, as we don't want to overlook any factors that might be a hindrance to success.

In order to be able to analyse the necessary steps of a Go-To-Market from the point of view of the market, we would first of all like to look at the different phases of the buyer decision process seen from the point of view of the customer.

Phases of purchase



The various phases of the buyer decision process can be very easily understood by looking at your own behaviour and analysing the way you yourself proceed when you buy something. For the following description of the different phases of the buyer decision process, you can try observing yourself when it comes to buying items of clothing, technical devices and equipment, tools, food and many more things.

During the first phase, you recognise the fact that you have a problem or that something is annoying or bothering you, or represents a basic need. You then start looking for a solution.

If you find several solutions, then you will need to make a choice from the products available.

You then examine and evaluate the products that have made it into your shortlist and make a decision in favour of (or against) one or all of the products.

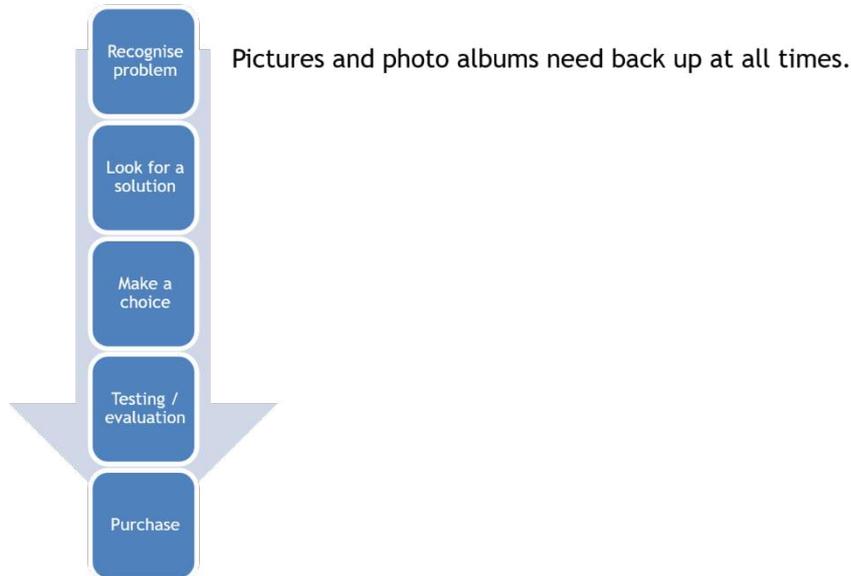
If you decided in favour of a particular product in the last phase, then you will make a purchase in the final phase.

An example: SelfBackup

In this area of product management, we once again use our model product "SelfBackup" as an example; you may be familiar with it from our books "Strategic Product Management" and/or "Technical Product Management". If you are not yet familiar with this example, please first of all read our book "Strategic Product Management" which this book also builds on.

If you remember, Claudia used her experience to identify the fact that she had a problem.

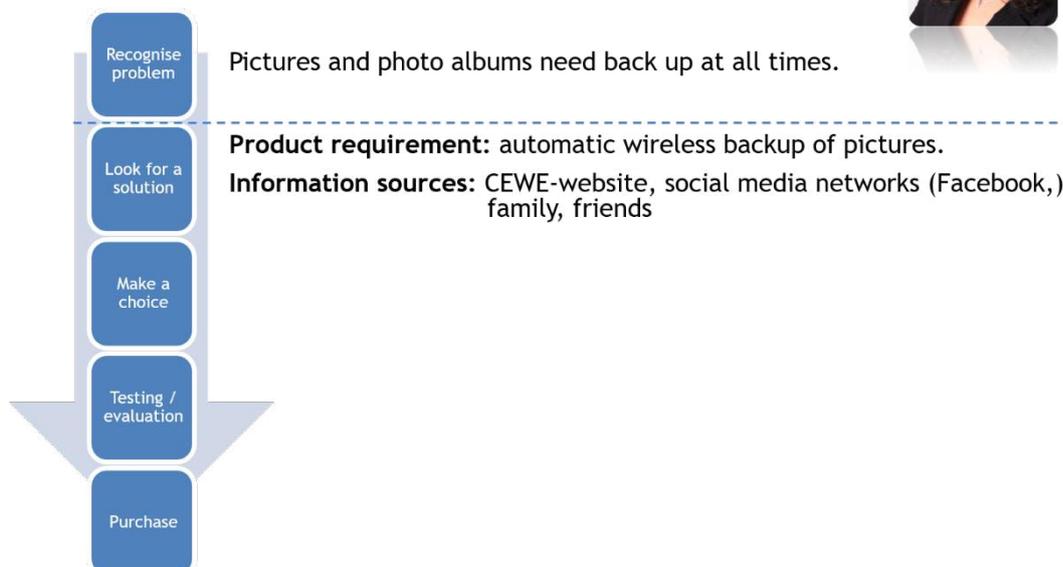
Phases of purchase - Claudia



Incidentally, you can find a detailed description of Claudia's market problem in the sample interview notes which you will have received in the course "Strategic Product Management".

Once Claudia has recognised what her problem is, she starts looking for a solution.

Phases of purchase - Claudia



Even in this phase, Claudia already has certain requirements with regard to the product that is going to solve her problem.

She uses her usual sources of information to do some research.

For you as a Product Manager, this means that the information that Claudia requires will already need to be available in all these information and distribution channels, as otherwise you and your product will be eliminated during this phase.

Claudia's product requirements were formulated in the course of the interviews (see sample interview notes).

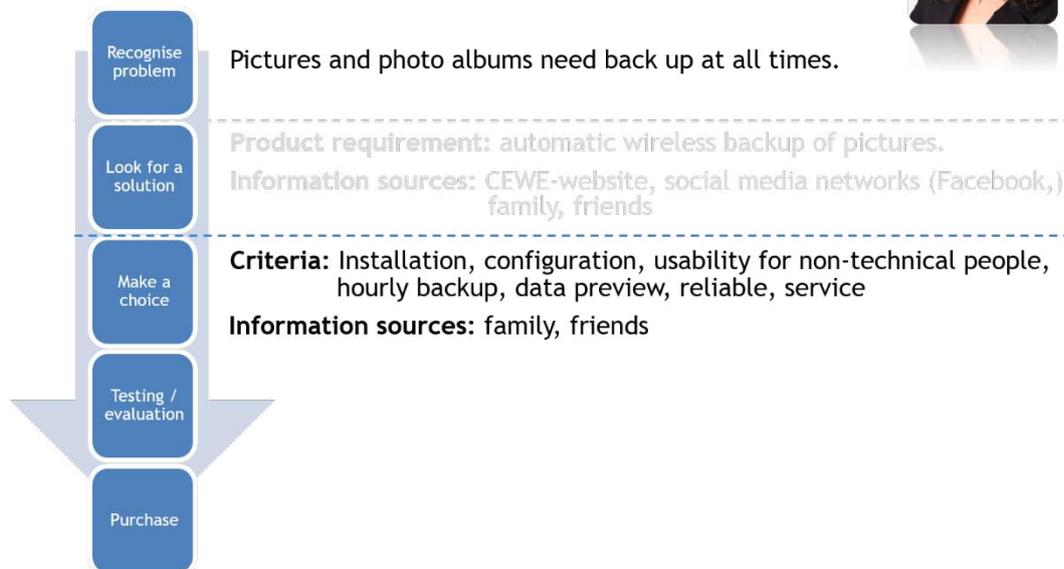
We have already dealt with the things that we communicate in Claudia's information sources in the sample positioning document from the course "Strategic Product Management".

Where can we look to find out what Claudia's information sources and shopping channels are? Where have we documented this information and saved it?

Your answer is correct if you were thinking of the persona (document).

In the next phase, Claudia will choose various products that will solve her problem.

Phases of purchase - Claudia

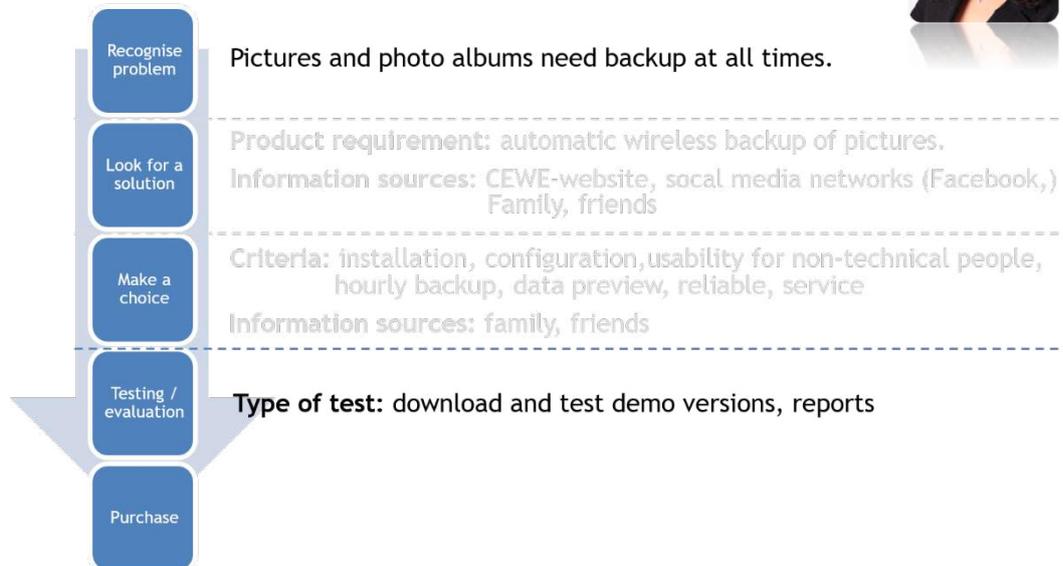


In order to choose possible products, Claudia has set a series of different criteria. First of all, Claudia has her own personal criteria, but she also has a number of trusted sources of information, such as family members and friends, and further criteria come from these sources which help her to make her choice.

If solutions for similar products have already been found in her family or among her friends and if experience is available, then this will have a major influence on Claudia's selection. Otherwise, it is typical that, in particular in the case of technical products, Claudia's boyfriend or another male member of the family will be asked and will then supply criteria.

Once Claudia has made a choice, she tries to test or evaluate the product. If product testing is not possible, then she will look at reviews detailing the experience of other users who have already purchased the product.

Phases of purchase - Claudia

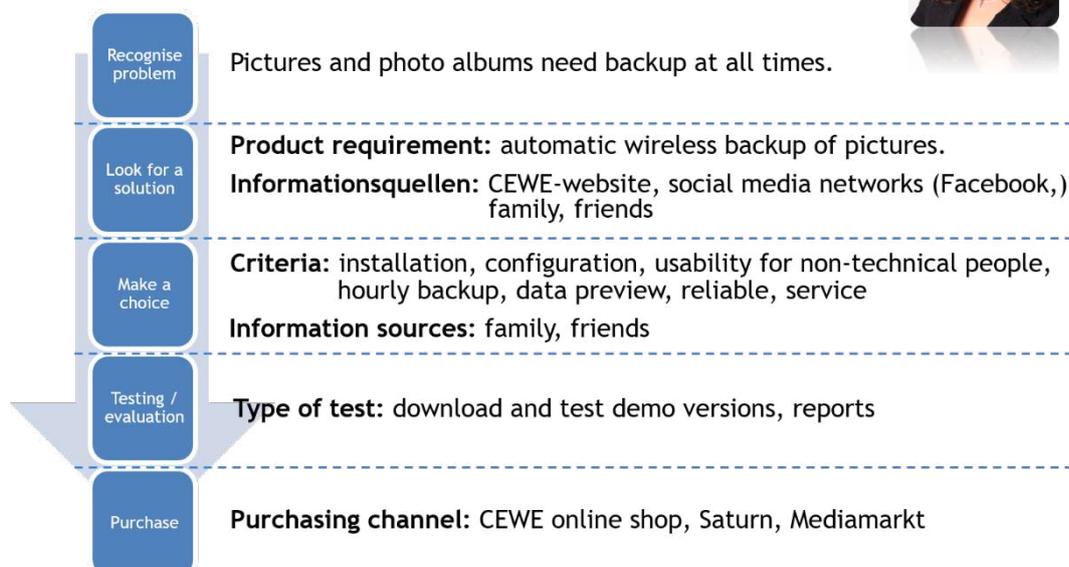


It is therefore very beneficial if you can make it possible for Claudia to test a product. If this is not possible, it is important to ensure that she can access helpful test reports or reviews from other customers.

At this point too, it is by all means possible that your product will fall out of the race if there is no way for Claudia to make an assessment of the product.

Depending on the results of the test, review or evaluation, Claudia will now make a decision as to whether she will buy a product and which one she will buy.

Phases of purchase - Claudia



When it comes to the purchase, it is important that we offer our product in the locations where Claudia buys similar things. Her payment methods also need to be taken into consideration. After all, in this phase too, there is still a risk that the product might be rejected.

PHASES OF THE BUYER DECISION PROCESS IN BUSINESS TO BUSINESS

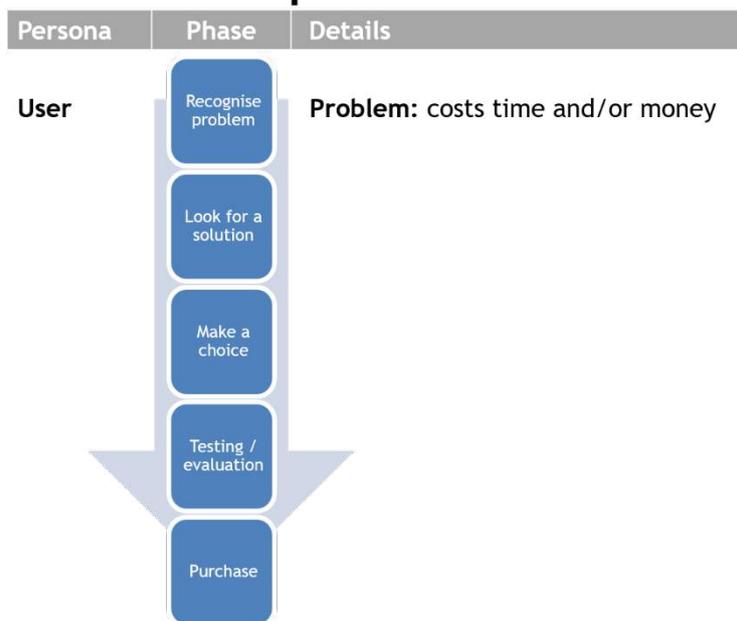
For all those who operate in the world of Business to Business, we have converted the phases of the buyer decision process into general terms to demonstrate to you that you can do your analysis in exactly the same way.

In particular in the business environment, decisions are made in a much more rational way, i.e. in this context a problem must exist that is costing time and/or money.

You also need to consider the fact that, in a company, it is possible that several different people will be involved in the purchase decision. If necessary take another look at the definition of user and buyer personas as well as the chapter “Analysis of the buyer persona” in the book “Strategic Product Management”.

In terms of the phases of the buyer decision process, it is precisely this that plays a decisive role and that represents a very clear difference from our “SelfBackup” example.

Phases of purchase - B2B



The problems that have been identified with the help of the interview are related to the user persona which, in a company setting, can mean every employee.

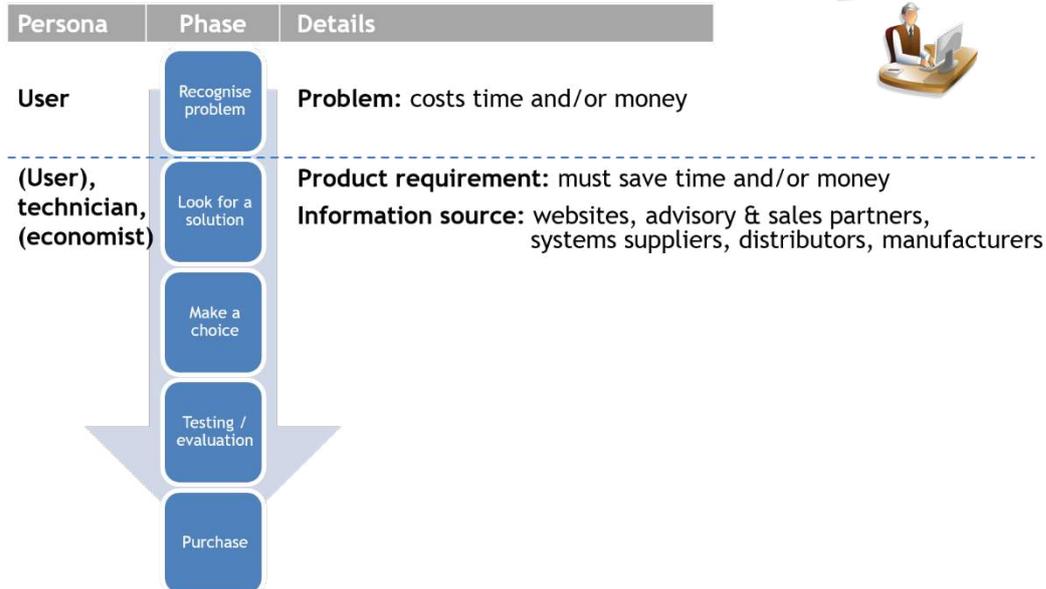
As a source for market problems, Product Managers can draw on their interview notes – the template for these is available in the course “Strategic Product Management”.

After the interviews have been conducted in the marketplace and have then been evaluated, you will have an understanding of the top market problems. If the interviews were done well, you will already know how much time and/or money the problem is costing the user persona.

As anyone in a company can be the user persona, a problem that becomes known will lead to the various different buyer personas or even the user personas setting out in search of a solution. In most cases, however,

the “technical buyer persona” or the “specialist expert buyer persona” will be assigned the task of looking for a solution.

Phases of purchase - B2B

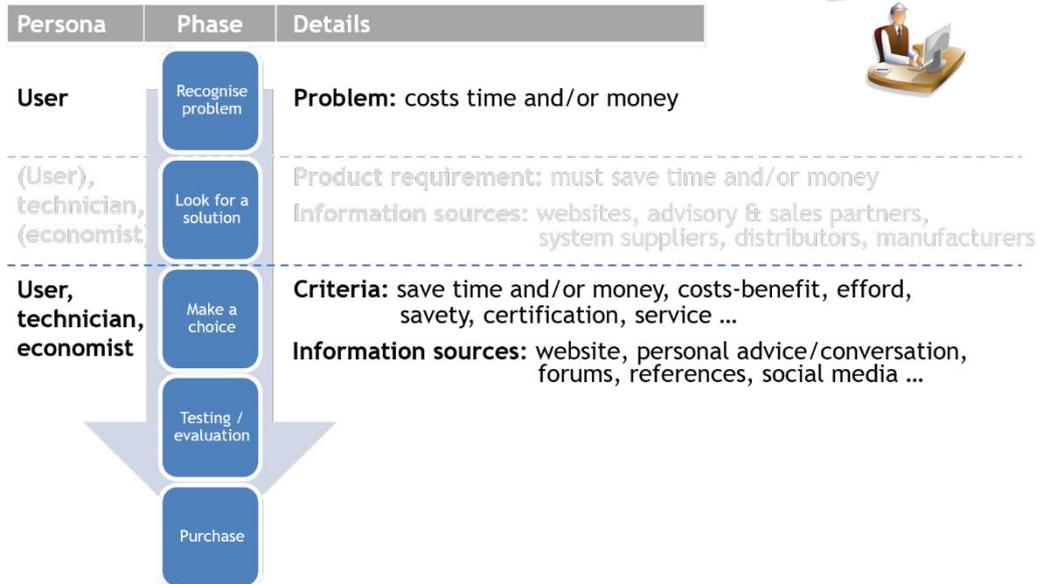


Here too, the information that answers questions with regard to the product requirements must already be available on the relevant information and purchasing channels. It is important in this context that the right information is available for the relevant persons.

The following questions and their answers will help you with your analysis:

- What information needs to be provided and for whom?
- In what form does the information need to be provided?
- Whose task is it to ensure that the information gets to partners and appears on their websites, and that advisors and salespersons are given training ...?

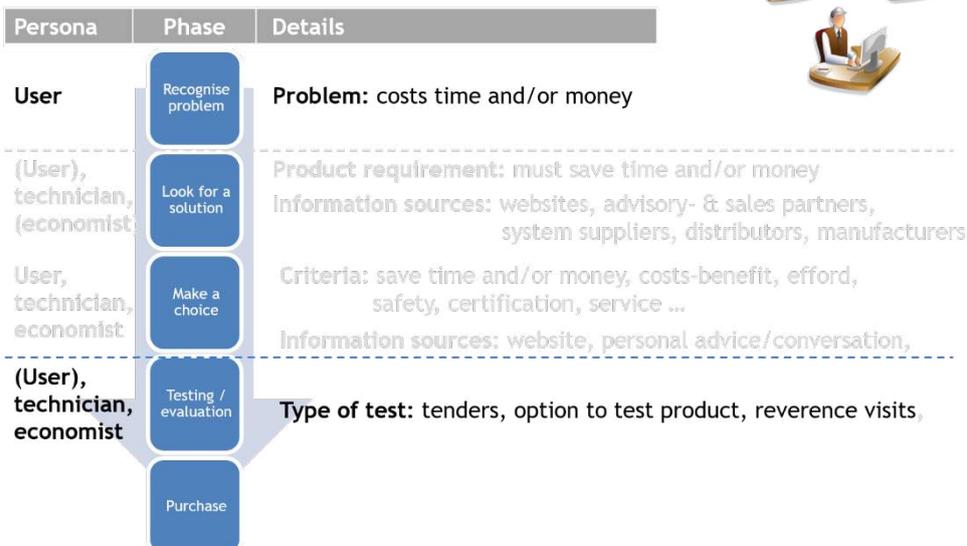
Phases of purchase - B2B



When a choice is made, the criteria of the user personas and of the various buyer personas will be taken into account. As you already know from the course “Strategic Product Management”, the various buyer personas have different criteria for their decision-making. This needs to be taken into consideration, as clear answers are needed. This in turn means that the information partners and sales partners must be able to deliver the answers for the criteria of each persona.

If you have fulfilled the decisive criteria, then your product will still be in the game in the next phase.

Phases of purchase - B2B



How can the customer develop trust in your product and how can they be convinced as to whether and how the product will help them to save time and/or money? The graphic above highlights various possibilities to answer this question. We will go into further detail on this point in the course of the book.

The final phase involves the purchase of the product.

Phases of purchase - B2B

Persona	Phase	Details
User	Recognise problem	Problem: costs time and/or money
(User), technician, (economist)	Look for a solution	Product requirement: must save time and/or money Information sources: websites, advisory & sales partners, systems suppliers, distributors, manufacturers
User, technician, economist	Make a choice	Criteria: save time and/or money, costs-benefit, effort, safety, certification, service ... Information sources: website, personal advice/conversation
(User), technician economist	Testing / evaluation	Type of test : tenders, option to test product, reverence visits
Economist	Purchase	Purchasing channel: sales partners, distributors, systems suppliers, manufacturers ...



The customer makes purchases via their usual and preferred purchasing channel, and their usual payment methods must also be taken into consideration here.

Incidentally, you can also take the preferred purchasing channels and payment methods from the distribution strategy which you will already have drawn up in the strategic phase of product management as a part of the business plan.

You can likewise find the right information channels for your customers in your communications strategy because, at the end of the day, that was the purpose of this piece of work.

GO-TO-MARKET IN OPEN PRODUCT MANAGEMENT WORKFLOW™

We have already covered Open Product Management Workflow™ in some detail in the book “Strategic Product Management”. At this point we would just like to remind you of a few things.

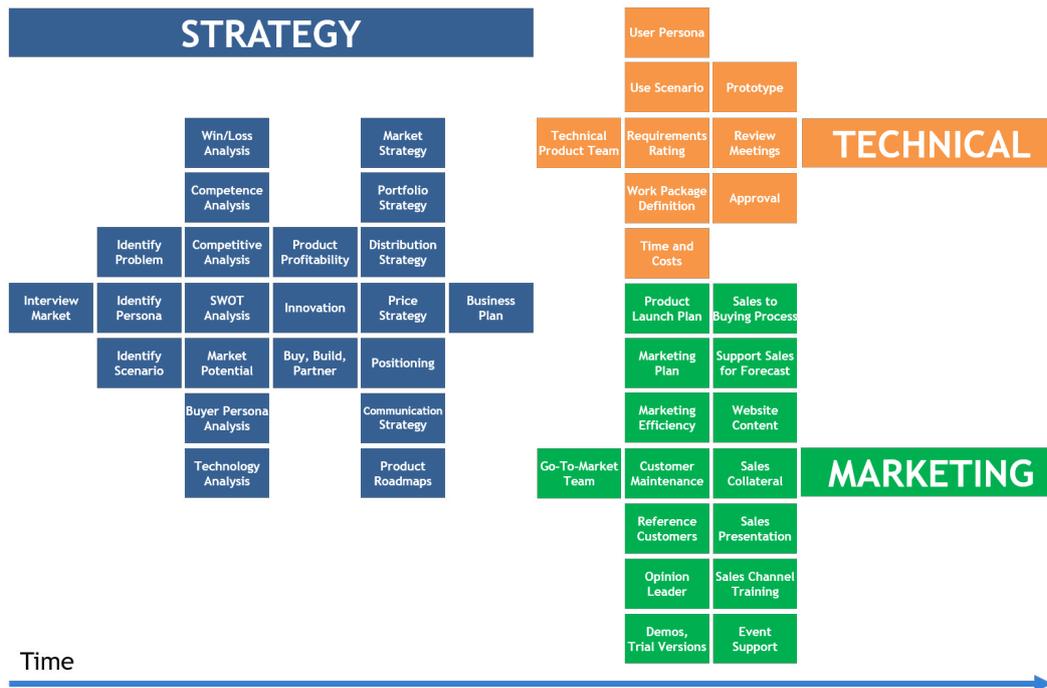


Source snail: cprt art/fotolia.com

If you have failed to complete the tasks in the strategic phase of product management, then you will find the Go-To-Market phase extremely difficult. Many of the things that we now want to implement have their basis in the strategic part of our work, something that could be clearly seen in the previous chapter. The example of Apple and Nokia cited above also shows that a lot of gains can be made with good strategic planning but, without it, all the energy invested up until this point will go to waste.

A successful Go-To-Market depends on the results from the strategic phase of product management.

A further point that we would like to bring up again is the structuring and dividing up of the various different areas of product management.



Experience has repeatedly shown that the Product Managers who deal with the strategic part of product management are also pre-destined to deliver the Go-To-Market component. Combining the tasks in this way also avoids the possibility of a gap in communications when it comes to implementing the results of the analyses and the strategies derived from them during the Go-To-Market phase.

There is also an advantage in terms of time if we combine the strategist and Go-To-Market manager in one role. Whilst the technical Product Manager/product owner works with the engineers and the production team, the strategic Product Manager can already start planning the Go-To-Market and implementing it with their team. This facilitates a faster time-to-market and a more successful Go-To-Market phase.

THE GO-TO-MARKET TEAM, TASKS AND ROLES – DOCUMENT G1

Product Managers never have time.

We often hear this sentence from their colleagues and it is often confirmed in practice when the Go-To-Market phase of a product is implemented in only a half-hearted way. We highlighted one part of the solution to the problem of a lack of time in the last chapter.

Apart from splitting up the roles within the product management function, a further solution to this problem lies with the two teams that you will create as a Product Manager.

“Experienced Product Managers know that they do not manage a product, but rather that one of their key roles is to form, inform and manage the virtual product teams.”

As is also the case in the technical area of product management, the formation of a “Go-To-Market team” will generate a positive effect among your colleagues in the adjacent departments. Your colleagues in Marketing, Communications, Sales. etc. will want to be involved in the team from an early stage and will also want to be provided with all the information that is relevant to them as soon as possible.

A further advantage of having a “Go-To-Market team” is that it should mean that no critical aspects are forgotten about as each department will be sure to take into account their own particular requirements.

Let's first of all take a broad look at the tasks involved in the Go-To-Market phase.

- Market message: compile a list of problems that have been solved, including unique added value and special expertise, develop a launch plan
- Examine the legal themes such as: legal requirements and specifications, general terms & conditions, EULA
- Organisation: parts, packaging, making a stock of articles, logistics of external service providers, demo version
- Ensure: service in the case of enquiries, ordering, technical support
- Communications with the market and lead generation
- Developing materials for Marketing and materials that support Sales
- Contact leads that have been generated, give advice and achieve sales
- Provide information and training to Sales as well as partners and service employees

It immediately becomes clear that these are tasks that cannot all be done by product management alone.

The “Go-To-Market team” can be put together as follows and can then take on the relevant tasks.

(Strategic) Product Manager (or product marketing manager, then also only in part):

- is a market expert, communicates the facts
- conducts interviews
- identifies and quantifies problems, personas and scenarios
- carries out market analyses
- monitors and manages business and product success
- derives strategies and delivers the market message
- creates documents that serve as the basis for decision-making
- puts together, provides information to, trains and manages the Go-To-Market team
- plans and leads the Go-To-Market project and implements it with the Go-To-Market team
- monitors the status of the Go-To-Market project and gives the final go-ahead.

Legal department:

- checks that legal requirements have been met and Compliance guidelines are being followed
- draws up: contracts, licences, general terms & conditions
- represents the company in legal matters

Operations Manager:

There is rather more to say on the following role, that of the Operations Manager, because this role can relieve the whole product management team of a huge amount of work.

Product Managers often tell us that they have too many operative tasks to deal with and that they spend the major part of their day dealing with these.

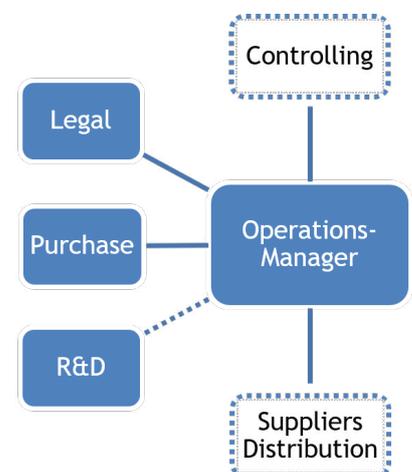
In practice it has proven to be effective if all Product Managers can pass on these activities to one person, the Operations Manager, and if the Operations Manager is based within the Product Management department. He/she could be considered to be the team assistant for the whole of Product Management.

Advantages of introducing the role of Operations Manager:

- Product Managers can focus on their core tasks.
- The company saves money because an Operations Manager's time is less expensive for the company less than that of a Product Manager.
- There is also a time saving because the Operations Manager becomes a specialist in operative tasks and can therefore deal with the work much more quickly.
- The reputation of Product Management as a department is enhanced because the staff no longer need to be constantly making annoying enquiries about the processes of other departments, e.g. Purchasing.

The Operations Manager can take on the following activities:

- He/she clarifies and organises
 - legal issues with the Legal department
 - orders
 - logistics and demos with R&D
- obtains figures from Controlling
- enters articles into the ERP system and works closely with Purchasing in this regard
- organises parts lists, packaging, including reordering
- collaborates with the Research & Development department with regard to the product demo and its provision
- manages and oversees:
 - production, suppliers/management of suppliers
 - distribution, shipping
- contact person for Marketing, when follow-up deliveries of marketing materials are required
- monitors and delivers the necessary figures from the company for KPIs



Customer Service or Insight Sales

- first point of contact for enquiries on the following themes:
 - ordering
 - terms of delivery
 - point of contact for sales partners
- responsible for dealing with all incoming items:
 - info@yourcompany.com processing and forwarding
 - contact telephone number for customers
 - complaint management
- sends out customer information
- looks after master data
- takes care of renewals and tracking of quotes

Technical support:

- is the first point of contact for technical questions
- helps with technical questions on the product
 - customers
 - evaluating customers
 - partners
- forwards faulty product to Research & Development
- reports the number of support tickets to the Operations Manager, Product Manager and Technical Product Manager/Product Owner for KPI evaluation

Marketing and Communications:

- communicates the solution to the market
 - draws up the marketing and communications plan
 - plans the budget for marketing measures
 - develops materials for Marketing and Sales Support
- generates leads through:
 - communications, advertising, telemarketing, events, conferences, ...
- takes on the task of contact and communications with the press and with analysts
- organises trade fairs and shows
- is responsible for the optimisation of marketing measures
 - reducing costs per lead (CPL)
 - increasing the quality of leads
 - closed loop: conversion rate, increasing revenues per lead

Webmaster/web marketing:

- responsible for the entire spectrum of online communications about the product and its solution
 - products and product information in online shops
 - optimising the sites for SEO, SEM/SEA and social media
- adjusts and optimises online advertising with the relevant key words according to SEO, SEM/SEA ...
- generates leads via the web, monitors and optimises:
 - traffic and response rate
 - click behaviour
 - cost per lead (CPL), cost per click (CPC)
 - conversion rate
- gives feedback to Marketing and Product Management

Sales and Consulting:

- takes up leads, contacts them and provides them with advice
- provides information about newly-solved problems
- issues quotes and conducts negotiations
- regularly keeps in touch with:
 - partners
 - customers and evaluating customers
- takes care of, provides support to and deals with the problems of:
 - customers
 - partners
- acquires customers (should be done as little as possible, as expensive)

An organisation chart of the Go-To-Market team will look as follows:

(R&D = Research & Development)



As you can see, the Operations Manager can take over the direct contact with several departments which in turn relieves the Product Manager of a good deal of work and allows them to concentrate on their core tasks. With regard to the link between the Operations Manager and R&D, we are referring at this point exclusively to the provision of the demo and test versions that we plan to use for the Go-To-Market.

To help you to maintain an overview of who your point of contact in the Go-To-Market team will be from each department, please refer to Document G1 “Go-To-Market Team and Points of Contact” which will be handed out in the seminar “Successful Go-To-Market”.

GO-TO-MARKET TEAM IN THE PRODUCT MANAGEMENT DASHBOARD

Work together as a team on go-to-market or marketing efforts. Form the team. To distribute and manage tasks, go-to-market team information is stored in the Product Management Dashboard. You can now plan and implement a repeatable and successful Go-to-Market.

The screenshot displays the 'Go-To-Market Team' configuration page in the Product Management Dashboard. The interface includes a sidebar with navigation options like 'VERSION', 'BUILD TEAM', 'PLAN', and 'PREPARE'. The main content area shows the team's responsibility and lead (Mike Simpson) and a table of team members. A dropdown menu is open for 'Frank Meier', listing various roles such as 'Product Manager', 'Operations Manager', and 'Technical Support'. The footer contains contact information and the 'GREEN PRODUCT DEVELOPMENT' logo.

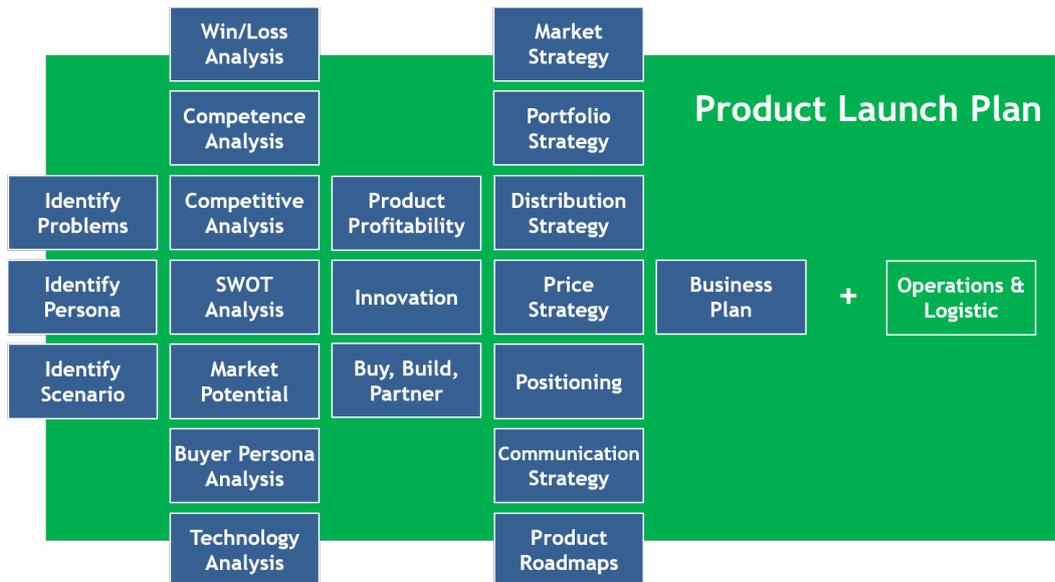
Name	Role in Project	Telephone
Mike Simpson	Product Manager	501
Betty Summer	Webmaster / Webmarketing	777
Marta Smith	Marketing and Communication	204
Simon Power	Operations Manager	605
Michael Hagman	Technical Support	911
Frank Meier	Role in Project	Telephone

If the go-to-market team is deposited, then tasks can be distributed and the team can collaborate.

PRODUCT LAUNCH PLAN – DOCUMENT G2

As already described in the section "Go-To-Market in Open Product Management Workflow™", the work and the results of the strategic phase of product management are an essential prerequisite for a successful Go-To-Market.

The Go-To-Market now involves the implementation of the strategies that have been developed and the passing on of information from the analyses and their results to the other members of the Go-To-Market team. In addition to this, all the necessary operative and logistical activities surrounding the product and its distribution need to be planned, organised and implemented. The following picture emerges:



As we as Product Managers do not carry out all these activities on our own, but rather are reliant on the help of our colleagues in the Go-To-Market team and their departments, we need to be able to maintain an overview. This should help us to see which tasks need to be dealt with and who is responsible for dealing with each of them.

This overview, which helps us to maintain an overall picture of the Go-To-Market project, is provided in the Product Launch Plan – Document G2, which will be handed out in the course.

Product Launch Plan – Document G2 is the master plan which contains all the necessary tasks for a successful product launch, as well as detailing who is responsible for each task. You will maintain and update this document throughout the entire launch planning phase and implementation phase.

The following steps will help you to develop a product launch plan:

Make sure you allow plenty of time for your planning!

1. Put together the Go-To-Market team.
2. Work together in the Go-To-Market team using a market perspective (as demonstrated in the introduction) to draw up a plan of the required tasks, and discuss these tasks to ensure that you all have a common understanding.
3. Clarify the areas of responsibility within the team.
4. Define the points in time by which tasks need to have been completed, although it is also important that interdependencies are taken into account (e.g. logistics chains).
5. Keep a record of the budget available for the tasks and of the actual level of costs in the end.
6. Regularly update the current status and communicate this within the Go-To-Market team.
7. Document both positive aspects and problems so that improvements can be made for future product launches.

In our Product Launch Plan – Document G2, you will find an example that includes all the typical tasks involved in a product launch. The example also shows who could be responsible for each task.

Important points in drawing up a product launch plan:

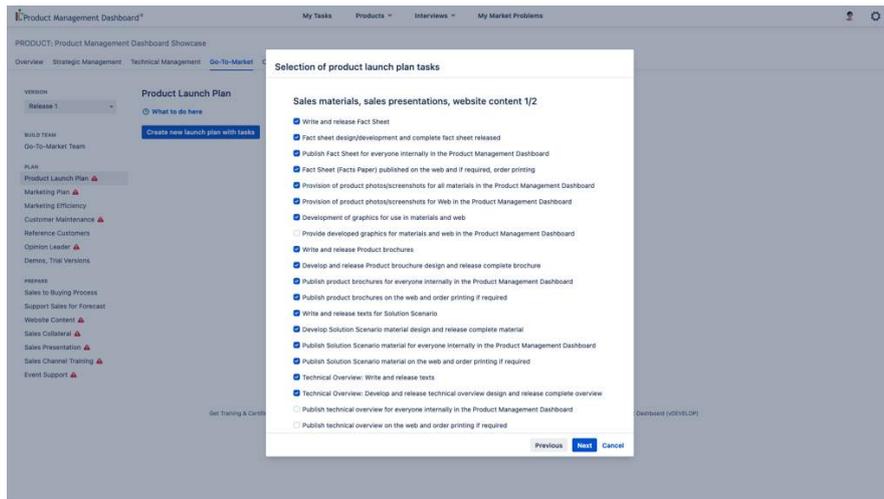
- The Go-To-Market project represents extra time and effort for the members of staff involved, in addition to their normal daily activities.
- You will therefore need to make plans in good time for the additional time and work required of the whole team.
- Plan the product launch as a project, i.e. as well as the product launch plan, make use of project management software to ensure that you get a clear overview of the interdependencies, times and dates, and the required personnel and resources.

Always plan the product launch by starting from the launch date and working backwards!

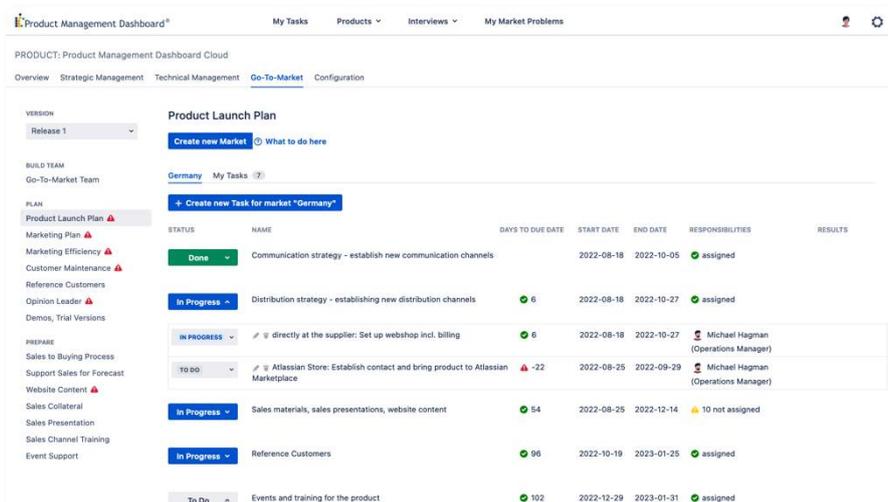
If you use the product launch date as the starting point for your plans, you will be amazed to see how much time is required for all the tasks to be completed in advance of the launch.

Make sure that you have regular conversations with the other members of Go-To-Market team.

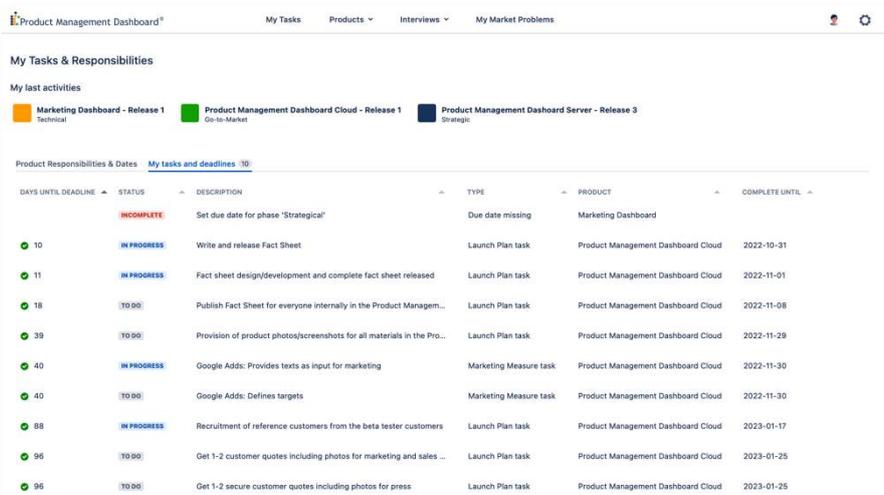
- Regular monitoring to compare with the baseline status
- Discuss any problems and talk about how these can be jointly solved in an effective manner
- Regular adjustment and updating of the product launch plan
- Prompt communication of any changes to all the members of the team, so that no-one gets any surprises



Easily create a working and repeatable standard product launch plan for your company or portfolio. Choose from the included standard launch plan, the individual tasks for your product and company. Own tasks can be added as well.



Tasks are distributed to the Go-to-Market team. Each member of the team can complete their tasks and adjust the status to "To Do", "In Progress" or "Done".



Everyone sees "My Tasks" in the central main view after logging in.

MARKETING PLAN – DOCUMENT G3, G4, G5

Before we take a look at the Marketing Plan, we know from experience that it is important for us to gain a common understanding of the terms Marketing and Marketing Plan.

In some German companies, the term Marketing Plan is used for what we would call a business plan within the context of Open Product Management Workflow™.

A comparison of the German and English versions of Wikipedia also shows that there are differences in the way these terms are understood.

Companies that operate globally or that have a strong Anglo-Saxon influence use the following definition of the term marketing, according to Wikipedia:

"Marketing is the methodology of communicating the added value of a product or service to the customer, with the intention of selling this product or service."

As Open Product Management Workflow™ was created for use in international product management, we will also use this definition.

The Marketing Plan is therefore:

- a part of the overarching business plan that contains the prerequisites for a sound marketing and product strategy.
- a list of actions that communicate the added value of the product or service to the relevant personas/target groups.
- a document that contains all the marketing expenditure.
- the basis for Marketing Controlling.

We often see in practice how there are at this point deliberations and discussions about which marketing measures ought to be implemented. It is often the case that companies then do what they have always done, simply because they have always done it that way.

The new forms of media, such as internet, mean that many lose their way because they now find themselves faced with an additional series of possible alternatives.

Questions such as these are posed:

"What should we communicate?"

"Where should we communicate?"

"When do we need to communicate?"

"Will we really reach our target group?"

In particular with the last question, we often witness insecurity. To be on the safe side, companies would rather use a big cannon and simply fire at everything and everyone with their own advertising. Purely on account of insecurity, communications are published in magazines, daily newspapers and even on TV. The fact that this approach is extremely expensive must be clear for all to see.

We will certainly reach a huge number of people in this way, but what percentage of these masses of people are actually members of our target group?

Our goal after all is to reach exclusively our target group and with a 100% success rate, using as little effort and money as possible.

Think back to what we learned in Strategic Product Management.

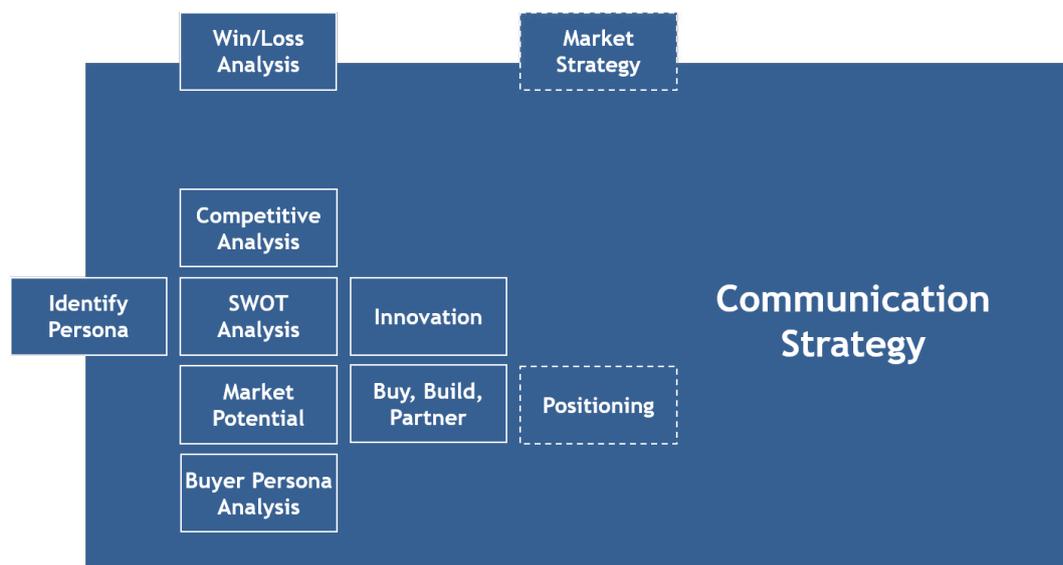
Where did you establish:

- To whom
- Where
- When
- What

do we need to communicate?

We derived answers to all of these questions from our interviews and analyses.

You therefore have a record in the communications strategy of who we need to communicate with and at what point.



We will give you a tool in our seminar – the Channel Matrix – Document G3 – which will help you to verify whether the results of the communications strategy are in accordance with the current baseline situation in the company or regarding the product, or whether changes need to be undertaken in this respect.

The Channel Matrix has been structured to enable you to carry out a review for each of the personas involved. It also allows for a record to be made of the tasks that need to be dealt with and for the current status to be documented.

Now we come to the question: When do we need to communicate? This question can only be answered if we are familiar with the behaviour of the person in question.

Our example: SelfBackup

For the product used in our example, SelfBackup, let's ask ourselves when we can best reach Claudia with our message "Your photos will always be safe through our wireless, automatic backup system with SelfBackup". We know from the strategic phase of product management, through the interviews we conducted and our buyer persona analysis on Claudia that she orders photobooks online from the company CEWE. We have also learned that Claudia likes giving these photobooks and similar products as presents, for example at Christmas. It is therefore very likely that we will be able to reach Claudia in the run-up to Christmas on the CEWE website.

We will also be able to reach Claudia on this website in the period shortly after her holidays when she gets her holiday photos developed.

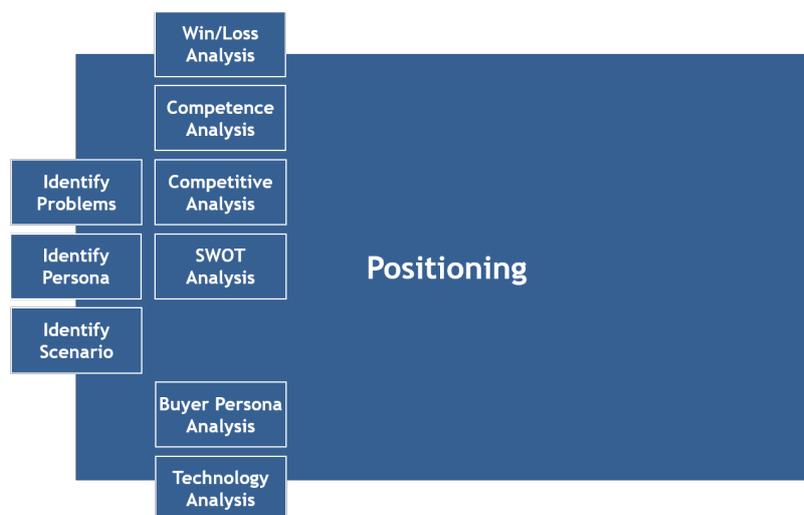
Take a look at the documents on the buyer persona and in the communications strategy.

What points of reference do you find there?

Are there any points in time when the personas are regularly confronted with their problem, and do we have a way of communicating with them at this point?

If you cannot find any points of reference in your persona documents or in your communications strategy, then don't spend too much time thinking about it, simply ask the question, and then record the information in your documents for the relevant persona and in the communications strategy.

Now we move on to what we need to communicate. Here too, your preparatory work from the strategic product management phase will be helpful.



With regard to positioning, we have drawn up the market message for all the relevant buyer personas and have recorded this in the various different positioning documents.

Please check through the content of your market message once again to see whether this also corresponds to the decision criteria of the buyer persona, and pay particular attention to the way you formulate your sentences when you address them, taking inspiration from the following quote from Leo Burnett.

“Don't tell me how good you make it; tell me how good it makes me when I use it.”

Leo Burnett

You can make use of our tool Positioning Matrix – Document G4 to check whether all the positioning documents for each buyer persona (or where necessary for each country) have been completed. This tool is a component of the Marketing Plan.

Now we come to the Marketing Plan.

As we have already established, various different sources from the strategic phase of product management are required for us to be able to answer the questions:

- To whom
- Where
- When
- What

do we need to communicate?

If we have taken a look in our sources and in the relevant documents, as mentioned above, we will be able to answer these questions.

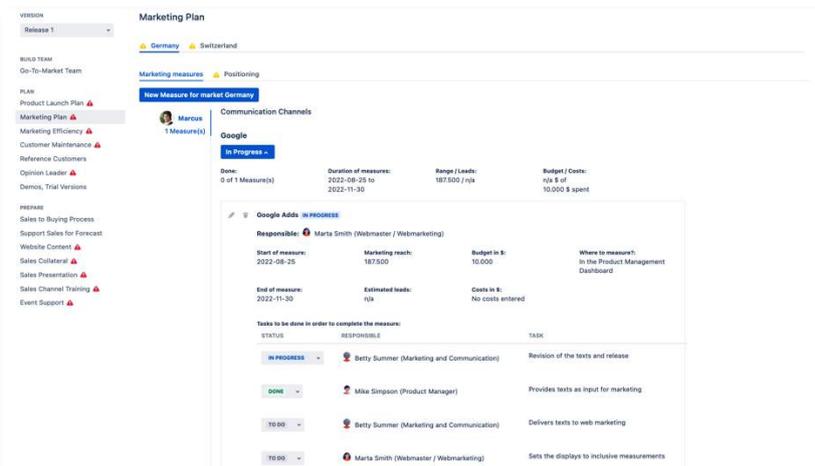
We use the Marketing Plan as a central location for these answers. Aside from this aspect, the Marketing Plan also helps us with the following:

- as an overview for marketing and communications activities, according to product, target segment and country
- defining goals and budget
- clarifying how success is to be measured and using which criteria
- keeping a record of the areas of responsibility
- distribution of tasks to the departments, monitoring their status and the associated documentation

Tip from actual practice:

In practice, it has proved to be effective if the Marketing Plan is drawn up jointly with the Go-To-Market team so that all the members of staff involved and their departments are provided with the necessary information in good time. After all, every department will require a timeline that is tailored to the company and its markets.

Incidentally, we discuss the Marketing Plan – Document G4 in some detail in our training course “Successful Go-To-Market”.



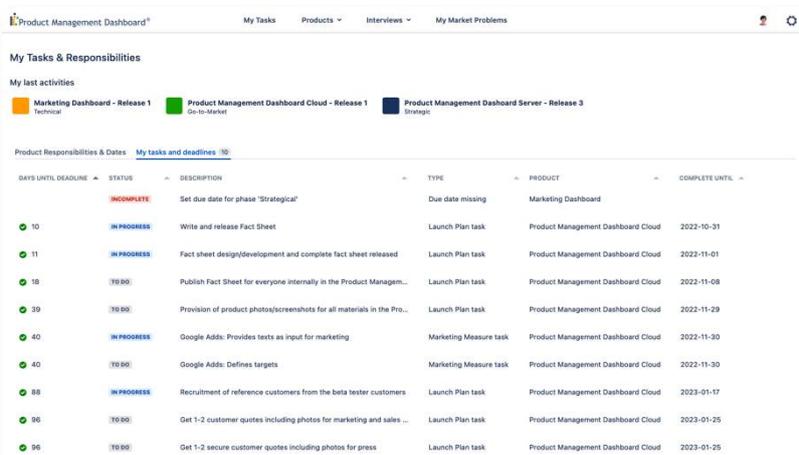
The screenshot shows the 'Marketing Plan' interface for 'Release 1'. It displays a measure for 'Google Adds' in progress. Key details include:

- Responsible:** Marta Smith (Webmaster / Webmarketing)
- Start of measure:** 2022-08-25
- Marketing reach:** 187,500
- Budget in \$:** 10,000
- Where to measure:** In the Product Management Dashboard
- End of measure:** 2022-11-30
- Estimated leads:** n/a
- Costs in \$:** No costs entered

Tasks to be done in order to complete the measure:

STATUS	RESPONSIBLE	TASK
IN PROGRESS	Betty Summer (Marketing and Communication)	Revision of the texts and release
DONE	Mike Simpson (Product Manager)	Provides texts as input for marketing
TO DO	Betty Summer (Marketing and Communication)	Delivers texts to web marketing
TO DO	Marta Smith (Webmaster / Webmarketing)	Sets the displays to inclusive measurements

Marketing measures are planned in the marketing team. The tasks are distributed. Each member of the team can complete their tasks and adjust the status to "To Do", "In Progress" or "Done".



The screenshot shows the 'Product Management Dashboard' with a focus on 'My Tasks & Responsibilities'. It displays a list of tasks with their status, description, type, product, and completion date.

DAYS UNTIL DEADLINE	STATUS	DESCRIPTION	TYPE	PRODUCT	COMPLETE UNTIL
	INCOMPLETE	Set due date for phase 'Strategical'	Due date missing	Marketing Dashboard	
10	IN PROGRESS	Write and release Fact Sheet	Launch Plan task	Product Management Dashboard Cloud	2022-10-31
11	IN PROGRESS	Fact sheet design/development and complete fact sheet released	Launch Plan task	Product Management Dashboard Cloud	2022-11-01
18	TO DO	Publish Fact Sheet for everyone internally in the Product Managem...	Launch Plan task	Product Management Dashboard Cloud	2022-11-08
39	TO DO	Provision of product photos/screenshots for all materials in the Pro...	Launch Plan task	Product Management Dashboard Cloud	2022-11-29
40	IN PROGRESS	Google Adds: Provides texts as input for marketing	Marketing Measure task	Product Management Dashboard Cloud	2022-11-30
40	TO DO	Google Adds: Defines targets	Marketing Measure task	Product Management Dashboard Cloud	2022-11-30
88	IN PROGRESS	Recruitment of reference customers from the beta tester customers	Launch Plan task	Product Management Dashboard Cloud	2023-01-17
96	TO DO	Get 1-2 customer quotes including photos for marketing and sales ...	Launch Plan task	Product Management Dashboard Cloud	2023-01-25
96	TO DO	Get 1-2 secure customer quotes including photos for press	Launch Plan task	Product Management Dashboard Cloud	2023-01-25

Everyone sees "My Tasks" in the central main view after logging in.

Author: Frank Lemser – Version: December 2023

This book is teaching material of proProduktmanagement GmbH - Deuschherrnstrasse 6 - 90429 Nuremberg - Germany

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MARKETING ACTIVITIES TIMELINE – DOCUMENT G5

Most companies have more than one product in the portfolio that they are marketing. As the resources for the planning and implementation of marketing activities are limited, it is not possible to initiate and manage marketing projects for all a company's products at the same time.

In order to provide an overview of all marketing activities for you and your colleagues from Product Management, Marketing and Communications, as well as those from the sales divisions and the various Go-To-Market teams, we have produced the Marketing Activities Timeline – Document G5.

In addition to the overview, you will see precisely when your colleagues from Marketing are busy with particular activities, and this in turn helps you to plan marketing capacity in order to keep costs and spikes in workload as low as possible.

MARKETING EFFICIENCY – DOCUMENT G6

Henry Ford once said:

“Half the money I spend on advertising is waste, and the problem is I do not know which half.”

Countless product management and marketing departments will no doubt agree with Henry Ford on this point. In practice, it is often the case that even lower figures are quoted when it comes to the success rate of marketing activities.

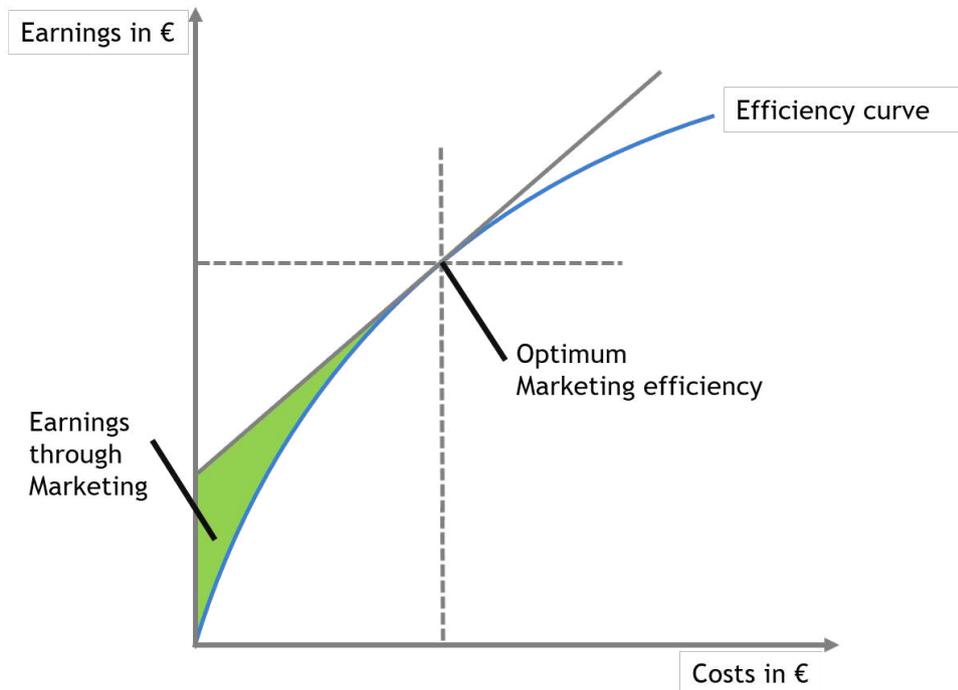
In particular in the areas of Product Management, Marketing and Sales, we have witnessed figures in circulation in some companies that serve as apparently irrefutable values, treated almost as if they were facts. In the later course of this chapter, we will be considering which figures we are talking about here, as well as the fact that these figures in fact fail to reflect what would seem to be the marketing truth.

What Henry Ford expressed in such a fitting way with these words is the situation whereby we invest money in marketing activities and then expect a certain level of monetary yield, where possible positive.

We define the figure that arises from the ratio between costs and monetary yield as marketing efficiency.

Definition:

Marketing efficiency is defined as the ratio between the costs of the marketing activities and the earnings achieved from them. Market efficiency reaches its optimum level when the marginal yield of each activity is still positive (but only just). The efficiency curve can be created through the evaluation and plotting of all existing and potential marketing activities.



Transferring this into actual practice, the goal is to measure the success of the marketing activities, using marketing efficiency, in order to find out:

- whether the budget was set at the right level
- whether the activity enabled us to reach the specified personas
- the number of defined personas that were reached in relation to the generated leads and the costs involved
- which activity has enabled us to achieve the optimum in terms of:
 - target group and personas
 - leads and purchases made
 - lowest level of costs

ORDER OF EVENTS FOR MARKETING ACTIVITIES AND OPTIMISATION OF MARKETING EFFICIENCY

In order to highlight ways to increase market efficiency, we use the following model which we will consider by starting from the top and working down. You will find similar models in CRM software (Customer Relationship Management Software, e.g. Salesforce, MS Dynamics) or under the term Marketing and Sales Funnel.



Right at the top, we have the whole market, meaning all the players in the market, i.e. all people. Below this, we find a filtered quantity of market players, i.e. the target segments and personas which we have defined in the strategic phase of product management in the chapter entitled Market Potential. Depending on the target group and persona in question, we then implement a marketing activity. Through this marketing activity, we reach a section of the target group or personas, who are then defined as contacts or leads. In response to our measure, an action will then be taken by some of these contacts/leads. In the next step, we use the term “marketing qualified leads”, meaning contacts that have been “qualified” through our marketing. There are several different ways to reach these marketing qualified leads, and we will

Marketing qualified leads are evaluating customers who come to us via our marketing activities, e.g. advertising or articles in trade journals, and have thus been “qualified” through our marketing measures.

see this to follow in some examples taken from actual practice.

Following the prequalification of the contacts/leads through marketing, these will then be forwarded, or they carry out the next step themselves.

They will either be taken on by Sales and given advice, or they can evaluate the products themselves. A further option is that they decide for themselves on the basis of the further information on the product whether they want to make a purchase. In this phase, we use the term sales qualified leads, i.e. the sales information leads to a purchase decision (or not).

In order that the steps can be completed in a simpler way, we would like to show you various examples which also highlight certain differences.

Example from actual practice – the trade fair as a marketing activity

The following example correlates with the countless observations that we ourselves have made in several companies, and also with reports from a number of employees from various different companies.

1. Whole market

Here you will find all the players in a market. As it will be clear to you that there are countless trade shows covering a huge range of different themes, and that you do not want to advertise your goods at shows that are not relevant to your specialist area, you move to the next step in order to make a more precise selection.

2. Defined target segment and persona

You have defined your target segment and personas and have established that a section of these get their information from a particular specialist trade show.

3. Marketing activity

As you know that your target segment and your personas get their information from a particular specialist trade fair, you have decided to show at this trade fair as a marketing activity. The costs for your stand at the show are relatively high.

4. Contacts/Leads

At the trade fair, visitors come on to your stand, i.e. you get contacts/leads.

5. Actions taken by the contacts/leads

Some of these contacts/leads are precisely the personas that belong to your defined target segment, but some are also visitors who just want to have a look or may have a (support) question.

For a large number of these visitors, you fill out contact forms or lead forms in order to keep a record of their details and of the subject of the conversation held.

6. Marketing qualified leads

In the ideal case, you will make a note on the contact form or lead form as to whether the contact/lead would like to be contacted again after the show and by which department, e.g. Support, Sales or Product Management.

All contact forms and lead forms will now be sorted in such a way that the contacts/leads can be dealt with by the relevant departments and can be contacted.

7. Sales qualified leads

Sales have received all the contacts/leads that are of relevance to them. Now their task is to find out which of these contacts/leads could potentially result in a purchase decision. In order to do this, all of the contacts/leads will need to be contacted again. It may be that the first step will be to send out further information to the potential customers or to arrange a consultation.

From the pool of potential customers, some will become evaluating customers.

8. Purchase decision

From the group of evaluating customers, a number will hopefully go on to purchase the product.

Summary of our example from actual practice – trade fair:

A trade fair is a very expensive marketing activity, even if your presence at the show is typically not only focused on one single product.

It requires a great deal of preparation, as you could see from the example quoted above, and also a considerable investment in terms of personnel for all the follow-up tasks, including the processing of all the contacts made. This example also makes it clear that there is always a considerable level of dispersion at a trade fair, i.e. the contacts/leads are obtained in a very unfocused way, meaning that Marketing will have to follow up the qualified leads and the sales qualified leads “by hand”. This follow-up work requires a substantial investment in terms of man hours before you actually get to the point of a purchase decision.

From the point of view of marketing efficiency, this often results in a very unfavourable ratio between high costs and earnings achieved for this marketing activity.

Let's now take a look at a second classic example, a situation that you will find in almost every company.

Example from actual practice – placing ads as a marketing activity

In the following example, we have deliberately not selected the type of media to be used for the advert as we want to go through the options for increasing marketing efficiency with you at a later stage.

1. Whole market

We want the marketing activity to reach as many players in the market as possible and it will be clear to you that this is very expensive. In addition to this, the level of dispersion is high, i.e. the wide reach means that your ad will also reach people who are not interested in your solutions, yet you will still have to pay for this.

2. Defined target segments and personas

It will be clear to you that a marketing activity aimed at the entire market will result in a poor ratio between costs and earnings achieved, i.e. a low level of marketing efficiency.

So you use the information on your target segments and personas.

3. Marketing activity

On the basis of the results of your analyses and the strategies derived in the strategic phase of product management, you select a suitable communications channel and an appropriate marketing activity. In our example, this will be an advert.

4. Contacts/leads

Countless players in the market will now come into contact with your advert. For printed material, this corresponds to approximately the number of editions in the print-run. The equivalent on the internet is the number of so-called impressions, i.e. the number of times the advert is inserted onto people's screens. The number of editions printed or the number of impressions will provide a figure which tells us how many contacts/leads have come into contact with your ad. However, this does not mean that the ad was consciously perceived by every contact/lead or that it will trigger an action in every case.

5. Actions taken by the contacts/leads

Some contacts/leads have become consciously aware of your ad; they feel that it addresses their needs, and this will lead to them taking action. An action may be a visit to your website or it may mean that they look for further information on the product.

6. Marketing qualified leads

Contacts/leads have, for example, now arrived on your website where they want to find further information on the product, i.e. they have become marketing qualified leads. These marketing qualified leads were automatically qualified by your marketing activity.

7. Sales qualified leads

When they make contact, marketing qualified leads are passed on to Sales or they take the next step themselves.

In the former case, they will be contacted by Sales and will be provided with advice. They can evaluate the products, or they may make a decision to buy (or not) for themselves on the basis of the product information provided to them.

8. Purchase decision

If the decision to go ahead with the purchase has been made, the customer will buy the product from an employee in Sales or through a sales partner, e.g. in an online shop, a physical shop, etc.

Summary of the example from actual practice – placing an ad:

As a typical marketing activity, an advert automatically generates marketing qualified leads because every step in the Marketing and Sales Funnel has an influence on what happens at the respective stage and on who will decide for themselves whether they move on to the next step.

Although this automation of customer qualification may sound practical, it often represents a problem in actual practice.

Without meticulous preparation and without the benefit of the results from the work done in the strategic phase of product management, the ratio between costs and earnings tends to be only moderate in this scenario too.

Practice has shown that most measures of this sort are undertaken either:

a) without any meticulous preparation

or

b) without the results from the strategic phase of product management.

Evidence of this can be seen in the apparently irrefutable figures (already mentioned at the beginning of this chapter) that are treated almost as if they were facts and are simply tolerated and accepted.

In the past few years, we have held a great number of conversations with Product Managers and employees from Marketing and Sales, and with countless international senior managers and managing directors. When it comes to the theme of marketing activities and their response rates or results, similar figures are quoted again and again.

If a marketing activity goes well, then a result of 3% or 6% for marketing qualified leads is considered to be extremely positive, but, according to their statements, this is only achieved if things go really well. Apparently the actual figures are in fact often lower than this.

We then took a closer look at all of these marketing activities – from the strategic phase of product management through to the final results.

Our investigations showed that most companies:

1. do not do any market-based strategic product management, where the Product Managers are themselves actively involved in and on the market, meaning that they are lacking all the real market facts or that market facts for business plans are put together at the Product Manager's desk.

or

2. did not know how the results of strategic product management work could be used for marketing activities.

Before we move on to look at the options available for the optimisation of marketing activities, we would like to use two examples from actual practice to show you the range of different results that marketing activities can achieve and to demonstrate the fact that the apparently irrefutable figures quoting a maximum of 3% or 6% are purely a reflection of the above-mentioned points in our investigations.

Actual practice – advertising measure – example 1:

The supplier of a product that allows people to set up their own website offered a solution that provides customers with a selection of ready-made templates which they can choose from to create their own themed website in only a few clicks. The provider focussed on micro and small businesses, such as tradesmen, restaurants, butchers, chemists, etc., i.e. companies that do not want to expend much time or effort on setting up and maintaining their own websites.

Product Management did not hold any conversations with market players before starting work on the project. Instead, for their business plan presentation, they used figures from the Federal Statistical Office for companies with 0 to 9 and 10 to 49 employees (subject to social security payments) to determine the market potential and the defined target segment. At that time, this amounted to around 3.6 million companies in Germany.

Various marketing activities were initiated for this product. Among other things, they used TV advertising on various channels, where they stated that consumers could test the product free of charge. It was pointed out in the commercials that they offer a wide selection of different templates for all possible scenarios.

Apparently the most expensive advert that they placed, with the widest reach, was shown during the Champions League final.

As a result, they gained a lot of contacts/leads. There were also countless contacts/leads who used the free-of-charge option to try out the product for themselves.

The marketing activity seemed to be going well up until this point.

Many of the evaluating customers tested the product, but this resulted in only very few actual sales, so the Sales department initiated follow-up calls to try to motivate the evaluating customers to make a purchase after all.

At some point, it was calculated that this product would have to be used and paid for by the customer for seven years before the total investment made would be amortised, i.e. the company had to date achieved a ROI of seven years for the product.

The ratio of costs to earnings of the marketing activity, i.e. its level of marketing efficiency, is unacceptable from an entrepreneurial point of view.

Please take some time to consider what you would have done differently in this case on the basis of the things you have learned about strategic product management and what we have covered so far on Go-To-Market.

The fact that marketing measures can run considerably more smoothly than this, is shown by the following example.

Actual practice – advertising measure – example 2:

A provider of software and services, who has focused on solving problems for a particular profession, wanted to communicate their solutions to this group of professionals.

Product Management conducted countless interviews in advance with players in the market. From these interviews, they developed a range of personas and target segments. Using figures from the Federal Statistical Office combined with the suppositions they had arrived at themselves, the market potential was determined and was accepted on a company-wide basis (see our book Strategic Product Management, chapter “Market Potential”).

From the buyer personas and the communications strategy that had been developed, they then worked out which would be the best communications channels and the most suitable marketing activities. They decided in one case to opt for adverts on particular online platforms.

The provider has their own department for online marketing who have specialised in setting up their adverts in such a way that they only reach the target group specified by the Product Management department.

As a result, they achieved an average click rate of 17% which ultimately corresponds to our marketing qualified leads.

To provide a comparison, a study carried out using 30,000 participants came to the findings that the figure for the click rate, meaning the marketing qualified leads achieved, is on average 3.2% (source: <https://onlinemarketing.de/news/adwords-5-erkenntnisse-aus-30-000-accounts>).

As the Product Management department shared their information with their colleagues in the Go-To-Market team and had done some very good preparatory work, Sales were also able to work extremely efficiently with the materials which had been provided to them. There was no necessity for time-consuming follow-up calls after the marketing activity.

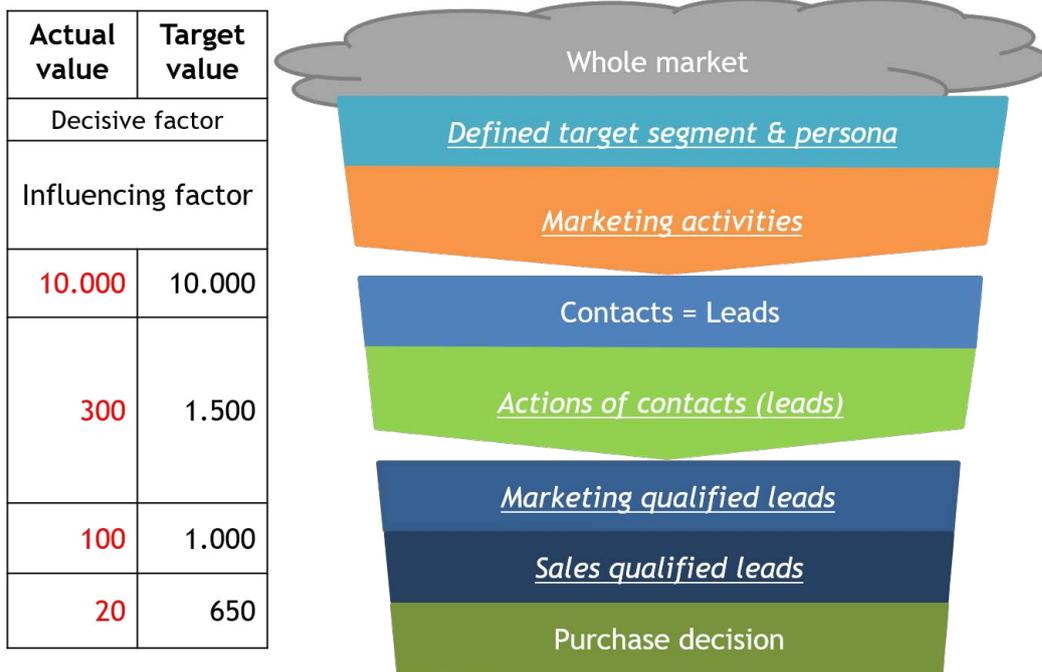
Marketing, Sales and the senior management were very pleased with the ratio between costs and earnings achieved through this marketing activity. Thanks to the preparatory work done by Product Management, this provider reached a very high level of marketing efficiency.

POTENTIAL FOR OPTIMISATION OF MARKETING EFFICIENCY – DOCUMENT G6

Having taken a look at these examples, which highlight the extreme differences that can arise in terms of marketing efficiency, we will now consider where there might be potential to increase the level of marketing efficiency.

Let's first of all take a look at the following graphic:

Optimising marketing efficiency



In the table we have entered baseline and target values for each point.

Furthermore, right at the beginning, there is a decision-making parameter, i.e. the potential for the defined target segment and the personas. We will only be in a position to develop a product at all and to implement all the further steps, e.g. marketing activities, if this value is sufficiently large.

For all the further things that follow, there is an important influencing factor, i.e. the actual marketing activity. Initially, many things from the strategic phase of product management will have a considerable impact on the marketing activity itself:

1. Target segment and buyer personas
2. Product positioning and market message for each persona
3. Information channels for each persona and/or communications channel from us
4. Results of the communications strategy

Looking at things the other way round, the selected marketing activity now has a considerable impact on the success of the product, right through until sales closure.

If you want to boost the success of your marketing activity, then you will need to provide the right answers in respect of the four points cited above.

We have now decided to carry out a marketing activity and have established that we will reach 10,000 contacts/leads with the allocated budget.

Our marketing activity (which we have drawn up taking the four points into consideration) will still be responsible for triggering an action from our contacts/leads. If you want to trigger more actions from your contacts/leads, and thereby obtain more marketing qualified leads, you will need to work on these four points and their use in setting up a marketing activity.

If, for example, you want to improve quality with regard to the information channels and decision criteria of your personas, you can also make use of the product management software that we have developed. The software automatically evaluates the information on the buyer personas and always keeps the buyer personas up to date (see picture on the right).

There is also potential for improvement when it comes to sale qualified leads. To achieve this, however, Sales needs the right information, and it needs to correspond with the decision criteria of the respective buyer persona.

It goes without saying that this information needs to be prepared in such a way that the buyer personas can identify themselves according to type, as an economist, technical or specialist decision-maker or user-buyer persona, and will be provided with answers to their own particular questions. Don't forget to communicate the unique added value that your product and your company provide (see Strategic Product Management).

If you have provided your colleagues in Sales with the best possible information and sufficient information has been delivered on the way the sales collateral has been structured from the strategic results, this will also help to increase the rate of purchases achieved.

You should nevertheless carry out regular win/loss analyses (see Strategic Product Management) in order to find out whether you fulfil all of the customer's decision criteria or whether you can offer solutions to any of the customer's unsolved problems, allowing you to create new and unique added value which would make you stand out from the competition. Only in this way can we get away from the eternal discussion on the lowest price whilst nevertheless increasing the rate of purchases made.

Do you remember the following sentence from our work on strategic product management?

"Time invested in strategy reduces time wasting in operative and tactical implementation."

The following graphic shows the factors from the strategic part of product management that have an influence on the optimisation of marketing efficiency, and therefore on operative as well as tactical implementation.



Extract from the results of a buyer persona analysis in the product management software that we have developed

Optimisation measures



- Monitor your marketing activity in the market:
- Use the win/loss analysis to check:
 - Are we solving a problem for the personas?
 - Is our message being understood?
 - Are the personas clear about our unique added value?
- Try for yourself to find indicators through which the steps in the Marketing and Sales Funnel can be measured as well as monitored.

In our training course “Successful Go-To-Market”, we will provide you with Document G6, the tool “Marketing Activities Planner with Optimised Market Efficiency” to help you to plan marketing measures with optimised marketing efficiency.

KPIS FOR MARKETING EFFICIENCY AND MARKETING INDICATORS

With reference to the last of the points listed previously, we would still like to show you some examples of values that can be measured and that may be of relevance, depending on the type of business and the activity in question:

- Measuring marketing activities:
 - Costs
 - Reach
 - Response rate (marketing qualified leads)
 - Conversion rate
 - Quality
 - Sales qualified leads and sales
- Calculation: costs per lead (CPL), lead rate, marketing costs per unit
- Public perception: analysts, press
- Online: clicks, insertions, likes, links, reviews ...

Use the following marketing indicators for your own activities in order to review the success of your activities, optimise the costs and, above all, in the presentation of the results.

$$\text{Costs Per Lead} = \frac{\text{Costs of activity}}{\text{No. of leads}} \quad \text{e.g. \$5 for each lead}$$

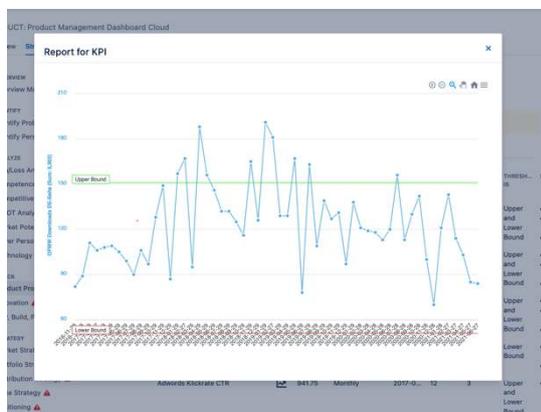
$$\text{Lead ratio} = \frac{\text{No. of leads}}{\text{No. of persons addressed}} \quad \text{e.g. 1:100}$$

$$\text{Marketing costs per unit} = \frac{\text{Costs of activity}}{\text{No. of units sold}} \quad \text{e.g. \$1/unit}$$

Further indicators suitable for your own particular activities can be set up on an individual basis.

For optimal management of the product's success, all marketing indicators and KPIs in the strategic phase of product management should be brought together under the heading "Product Profitability", along with the other values there.

The advantage for product management of doing this is that you thereby have a central location for all the relevant figures, you get an excellent overview and you can make use of the experience gained in the subsequent steps, as well as when processes are repeated.



Managing your product's success with KPIs and marketing indicators and through evaluation and careful maintenance, for example with the aid of Product Management Dashboard for JIRA.

Author: Frank Lemser – Version: December 2023

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EXAMPLE: PLANNING MARKETING ACTIVITIES WITH OPTIMISED MARKETING EFFICIENCY

Before we show you the points that you can use to plan marketing activities that have been optimised in terms of marketing efficiency, we have one more tip from actual practice which concerns the placement of adverts.

Tip from actual practice:

Many companies from traditional areas of business still place adverts in magazines. This is mostly done because they have always done things this way.

Placing ads in magazines is often expensive. The high price is usually justified by the high print-run and the number of contacts reached, i.e. the number of people who will come into contact with the magazine. The publishing houses usually maintain that a magazine will be handled by more than one person, meaning that a circulation of, for example, 100,000 copies could result in 150,000 contacts. This would mean that each magazine reaches 1.5 people.

As an example, every member of the IHK (German Chamber of Industry and Commerce) is sent a magazine. A questionnaire which we conducted came to the conclusion that almost no-one reads this magazine and it often ends up being simply thrown away. And yet the IHK justifies the price of an advert with its high circulation.

With magazines and newspapers:

- It is always assumed that every newspaper is actually read by every person who receives it.
- Advertisements can only be ordered in the prescribed sizes of print-run and contacts, i.e. smaller quantities are not an option.
- Measuring and monitoring success is very difficult for the advertiser.
- It is up to the advertiser whether they believe the figures or not.

It is always worth finding out whether the buyer persona really does read the magazine before placing an ad.

In the following section, we describe how a marketing activity is planned, taking into consideration an optimal level of marketing efficiency.

The following factors need to be determined or drawn up, in the order given (see Strategic Product Management):

1. Segment
2. Potential
3. Buyer personas
4. Information channels of the buyer personas
5. Communications strategy
6. Product positioning and market message for each persona
7. Percentage distribution of the information channels for buyer personas (can be done with the help of our product management software)
8. Choice of preferred communications channels
9. Select the marketing activity for the preferred communications channels
10. Determine the costs for the activity for each communications channel and for each potentially reachable buyer persona
11. Budget for marketing activities
12. Decision on the marketing activities that will actually be implemented
13. Planned number of leads for each communications channel and activity
14. Actions taken by the contacts/leads
15. Planned/estimated number of marketing qualified leads for each communications channel and activity
16. How will the handover from Marketing to Sales be done?
17. Planned/estimated number of sales qualified leads

18. Planned/estimated number of purchases to be achieved

It should always be clear how the individual steps and also the success of the overall activity are to be measured. It is therefore helpful with these points to add this step right from the start.

An example: SelfBackup

For our model product SelfBackup, we determined the following values in the strategic phase of Product Management and we have then derived the marketing activities as well as the figures from these.

1. Segment:
People who have only limited technical knowledge and who regularly want to back up their data via a wireless connection to their laptop.
2. Potential:
800,000 Claudias
3. Buyer personas:
Claudia (user-buyer persona)
4. Information channels of the buyer personas:
Facebook, TV, CEWE website
5. Percentage distribution of the information channels for buyer personas (can be done with the help of our product management software):
Facebook: 39%
CEWE website: 40%
TV: 21%
6. Communications strategy:
Facebook, CEWE website, (TV – costs too high)
7. Product positioning and/or market message for each persona:
“Your photos will always be safe through our wireless, automatic security system with SelfBackup”. For further details see the Positioning document.
8. Choice of preferred communications channels:
Facebook, CEWE website
9. Select the marketing activity for the preferred communications channels:
Facebook: place advert, advertising videos
CEWE website: presence with partner
10. Determine the costs for the activity for each communications channel and for each potentially reachable buyer persona:
Facebook ad per click: \$ 1.45
Facebook video per click: \$ 3.26
CEWE website: margin paid to partner, per unit sold
11. Overall budget for all marketing activities:
\$ 5,000
12. Decision on the marketing activities that will actually be implemented:

Facebook ad per click: \$ 1.45

Facebook video too expensive at the moment, so no.

CEWE website: pay margin to partner, per unit sold (not invoiced via Marketing but rather via Sales)

13. Planned number of leads for each communications channel and activity:

Facebook ad: 5,000/1.45 ~ 3,450 leads

14. Actions taken by the contacts/leads:

Click on the ad

Only charged for a click on the ad and not for insertion

Trade fairs: landing page, i.e. particular website URL

15. Planned/estimated number of marketing qualified leads for each communications channel and activity:

Facebook ad: ~ 3,450 marketing qualified leads

Only charged for a click on the ad and not for insertion, so planned leads = marketing qualified leads

16. How will the handover from Marketing to Sales be done for each communications channel and activity?

Facebook ad: after clicking on the ad, the lead is directed to the SelfBackup website where they are provided with further information. The lead decides for themselves whether or not they want to make a purchase in the online shop.

Trade fairs: conversion tracking, i.e. those who go from the landing page to the shop.

17. Planned/estimated number of sales qualified leads (total from all measures):

1,500 sales qualified leads that go to the online shop

18. Planned/estimated number of purchases to be achieved:

1,200 units of sold products

Trade fairs: conversion tracking, i.e. those who go to the shop and have made a purchase

To help you to achieve a plannable increase in efficiency and in the success of your marketing activities, try using our tool “Marketing Activities Planner with Optimised Marketing Efficiency” – Document G6, or our software for product management.

Product Management Dashboard® My Tasks Products Interviews My Market Problems

PRODUCT: Product Management Dashboard Showcase

Overview Strategic Management

VERSION Release 1

BUILD TEAM Go-To-Market Team

PLAN Product Launch Plan Marketing Plan Marketing Efficiency Customer Maintenance Reference Customers Opinion Leader Demos, Trial Versions

PREPARE Sales to Buying Process Support Sales for Forecast Website Content Sales Collateral Sales Presentation Sales Channel Training Event Support

Marketing efficiency - measure and optimize the individual steps of a marketing measure

Define Target Segment & Persona: Marcus in market Germany 

Marketing measure to be optimized: Marketing measure: Google Adds Budget: 10.000\$
Communication channel: Google Costs (from KPIs): No costs entered

Contacts reached with measure = leads
KPI to measure: How often is the marketing activity noticed? (e.g. impressions, insertions, circulation etc.):
+ create new KPI or select an existing KPI on the right -> Please choose

Action the contacts should perform, according to perception of the action.
What action should the contacts perform after seeing the ad? (e.g. click, call, mail etc.):
Where does the contact end up after executing the action? (e.g. special website, phone number, mail address etc.):

Contacts who responded to the measure. Marketing Qualified Leads.
KPI to measure: How many contacts have visited the specific web page (landing page), called phone number, contacted mail address that was delivered with the measure?:
+ create new KPI or select an existing KPI on the right -> Please choose

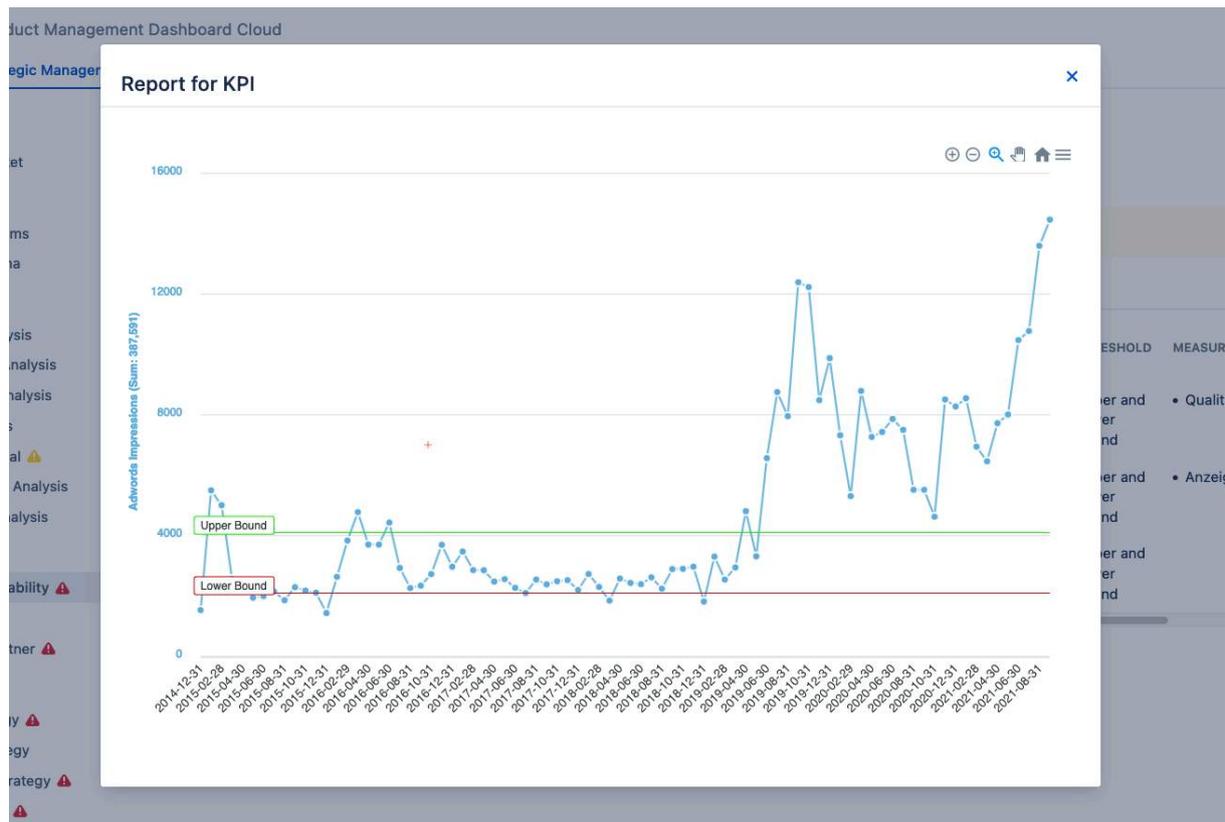
How is the transfer to the sales department or webshop done? (e.g. as mail contact, automatically etc.):

Contacts that arrive at sales or in the store. Sales Qualified Leads.
KPI to measure: How many contacts arrived at sales or in the store?:
+ create new KPI or select an existing KPI on the right -> Please choose

Number of purchases
KPI to measure: How many sales were made as a result of the marketing measure?:
+ create new KPI or select an existing KPI on the right -> Please choose

Save Cancel

Marketing efficiency is measured on the basis of leads using the KPIs. Measures for optimization are stored in the respective KPIs. The respective actions on how the customers are handed over or where they are forwarded to are also stored. This ensures that the go-to-market team carries out a measurable as well as optimizable marketing measure and thus uses the budget optimally.



Continuous optimization of the marketing measure is possible, as the KPIs for optimizing the marketing measures are automatically created and available.

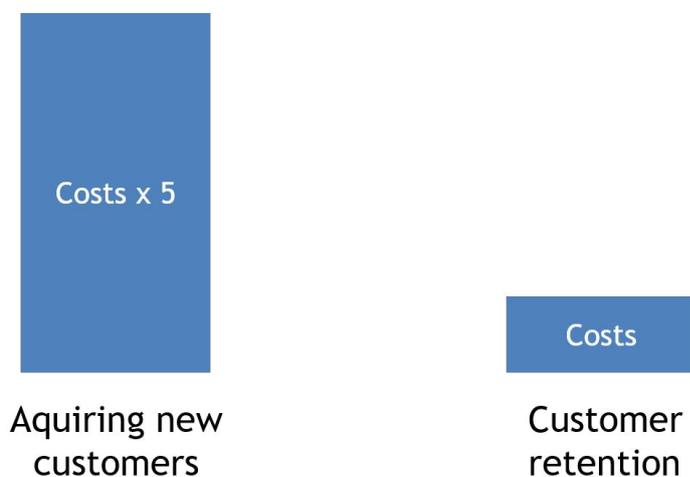
TAKING CARE OF EXISTING CUSTOMERS

The theme of “Taking care of existing customers” seems in practice to be something that is almost taken for granted, as almost all companies that we have encountered are already investing time and money in this area, although to varying extents.

Perhaps it is simply the entrepreneurial mind that tells us:

“I’ve invested so much time and money into winning over these customers, so I’m more than happy to put a little effort into retaining them.”

And it is indeed “a little effort” – Katja Bergmann carried out an investigation into the costs for winning over new customers compared to the investment required for retaining existing customers, and she established that the costs for acquiring new customers versus those for keeping existing customers were in the ratio 5:1.



Source:
Katja Bergmann -
„Applied customer retention management“



„Angewandtes Kundenbindungsmanagement“

Why is it that existing customers are so important to companies that they are prepared to make an effort to look after them?

In order to get an understanding of this phenomenon, we will take a look at the goals we are pursuing when we strive to retain our existing customers:

- to increase customer loyalty
- to maintain a good level of cashflow
- to increase revenues earned per customer
- to encourage positive word-of-mouth recommendations
- to generate potential leads for new products
- to generate first reviews for new products

It is apparent that existing customers help the company's undertakings in many areas and have a decisive impact on the future business development of the company.

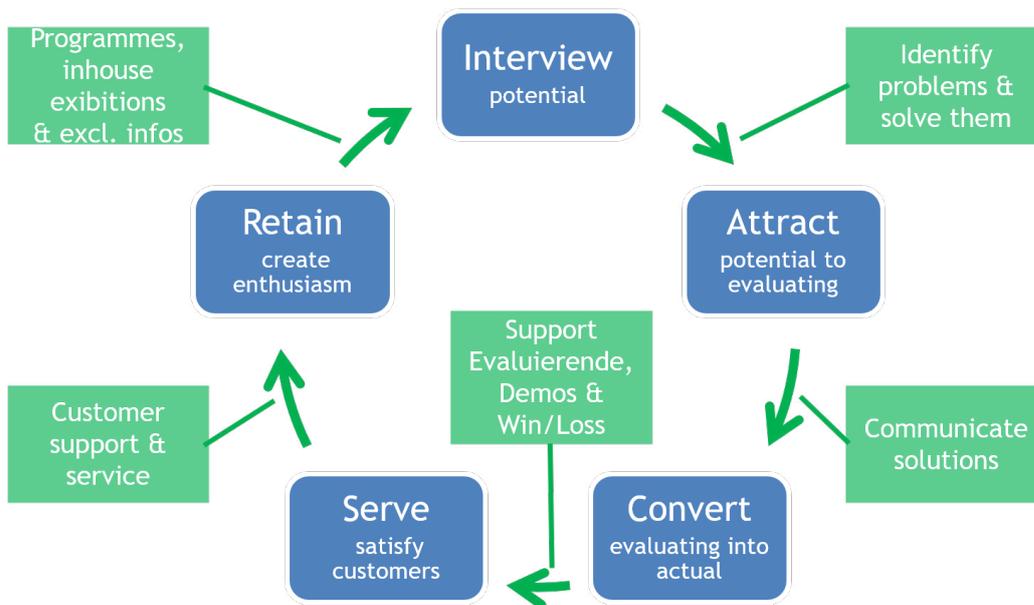
But be careful!

As we have already demonstrated in the book “Strategic Product Management”, it would be fatal for a

company to focus solely on their existing customers. It is much more difficult to find widespread and unsolved market problems with existing customers than it is by talking to evaluating and potential new customers. On this subject, please take another look at the definition of the different types of customer and the theme of over-engineering in the book “Strategic Product Management”.

Before we look at the various possibilities and programmes available for taking care of existing customers, it is important to understand the phases during which the loyalty of existing customers towards your company tends to increase.

Phases in building loyalty



The graphic above uses blue fields to illustrate the different stages of loyalty. The green boxes explain how we can increase loyalty and the measures we can use to do this.

Here we are considering in particular the scenario of winning over potential customers, i.e. non-customers, and the further steps through which we can build customer loyalty.

Interview:

First of all, we conduct interviews with potential customers in order to identify unsolved problems that we can solve.

Attract:

Now it is a matter of transforming the potential customers into evaluating customers. We can achieve this by communicating our solution to the problems to them.

When the potential customers find out that their problems can be solved, they will evaluate the solution, thereby becoming evaluating customers.

Convert:

In the next step, we need to provide support to the evaluating customer to the extent that they will then make a purchase and become a customer. During this phase, the evaluating customer will be provided with either an opportunity to test the product or a demo version, depending on the product in question, and will be given support and advice by our Sales team, the Technical Pre-Sales team, etc..

Serve:

The customer decides to make the purchase and we have gained a new customer. From this point onwards, it is important to provide the customer with support and to offer help with any problems that might arise. For this purpose, we have Technical Service and Support departments which the customer can contact to get help should this be required.

High-quality service and support are the prerequisites for retaining customers in the long-term.

Retain/Delight:

Now it is a question of strengthening the bond between the customer and our company in order to create long-term customer loyalty. The best way to achieve this is by finding ways of arousing the enthusiasm of the customer and by giving them the feeling of being especially appreciated.

The final point Retain/Delight leads us directly to the various possible ways of creating this enthusiasm.

There are many possible ways to achieve this, so we have simply included a selection of examples:

- In-house exhibitions, customer events, conferences for various target groups, e.g. managing directors, engineers, sales partners ...
- Communities, user meetings
- Exclusive information, e.g. advance information
- Exclusive offers & exclusive training courses
- Bonuses, discounts and coupons
- Premiums, additional benefits
- Service benefits
- Combinations of several of the above points

Incidentally, we would recommend that you bring together all the activities related to the retention of existing customers in one overall programme, as this facilitates better coordination and communications.

Tip from actual practice:

In practice it has proven to be most effective for the programme for the retention of existing customers to be run by the Marketing department.

Examples of programmes:

- Exclusive advance information: e.g. newsletters, Microsoft Insider Programme
- Bonuses, discounts and coupons: e.g. in food markets
- Premiums, additional benefits: e.g. Lufthansa's Miles & More
- Service benefits: mobility guarantee issued by car manufacturers
- Combination: service benefits + exclusive training: Canon professional network for professional photographers

A very important point related to the care of existing customers, and one that is often overlooked in practice, is the provision of help which customers may need when changing to newer versions of a product.

An example from actual practice:

When Microsoft brought out Office 2007, their user navigation was changed from the classical menus of that time to the ribbons which have now become more usual. For many users, the changeover from the old, familiar system to the new one was very difficult, because their entire workflow had to be changed.

But, at the same time, Microsoft also offered lots of support for their existing customers. For example, websites were set up with clear explanations using pictures to show how the usual procedures from Office 2003 could now be dealt with in Office 2007.

Consider which measures would be suitable for retaining your existing customers and make deliberate use of your existing customers as multipliers. In the next chapter, we will explain how you can do this effectively.

REFERENCE CUSTOMERS – DOCUMENT G7

Reference customers are an important component in the Go-To-Market plan. They can give a real boost to your product launch. But they are also an important criterion for existing products as they can provide orientation for potential customers.

The goals of Reference Customer Marketing are outlined below:

- How the solution or the product helps customers in practice
- Which user personas and buyer personas support the product and how
- How much time and/or money the solution saves in practice
- What experience other companies have had with the product, the advice offered and the service provided

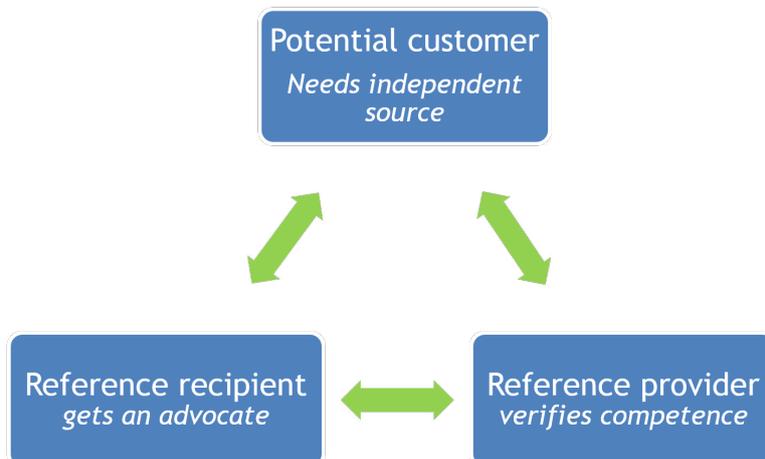
Furthermore, through reference customers:

- Potential customers are given support with their purchase decision
- Trust in the product or solution can be built up
- The decision in favour of a purchase can be speeded up

You are in effect using your own product to indirectly advertise your own product.

With Reference Customer Marketing, a relationship is formed, consisting of three parties, which ultimately leads to a win-win-win situation.

Reference is Win-Win-Win-Situation



The reference recipient, i.e. your own company, gets an advocate who has a higher level of credibility than you as a third party. This leads to the credibility of the reference recipient also being enhanced.

The reference provider demonstrates their own competence to the outside world, in particular in the field where the product or the solution is being used by the reference provider, as they have obviously spent time addressing the problems in some detail and have come to the conclusion for themselves that the solution of the reference recipient makes things better for them and perhaps gives them an advantage in the market.

The potential or evaluating customer has made a gain, as they have now found an independent source of information that can confirm the advantages of the product or the solutions provided. Depending on the type of reference being given, there may also be the option of being put in touch with the reference provider or to discuss the product.

REFERENCE CUSTOMERS – CONTENT

The personas also play an important role with the use of references, as every buyer persona has different decision criteria.

It is therefore also important to ensure that each of the personas who you are targeting with the reference customer can identify with decision criteria that are relevant to them.

Example:

If the reference provider corresponds to a technical or specialist area buyer persona, then the managing director of a company that is a potential or evaluating customer would hardly be able to relate to this reference.

What would really help the managing director at this point would be to have another managing director providing a reference, as they will have very similar decision criteria.

Tip from actual practice:

In practice we very often see that companies prefer to use the big, listed corporations as their references, because they have had dealings with them at some point in the past.

However, the requirements of these large corporations are often quite different from those of traditional small and medium-sized enterprises (SMEs). Consequently, these SMEs are not able to identify with the issues raised in the references.

We have also witnessed the reverse situation.

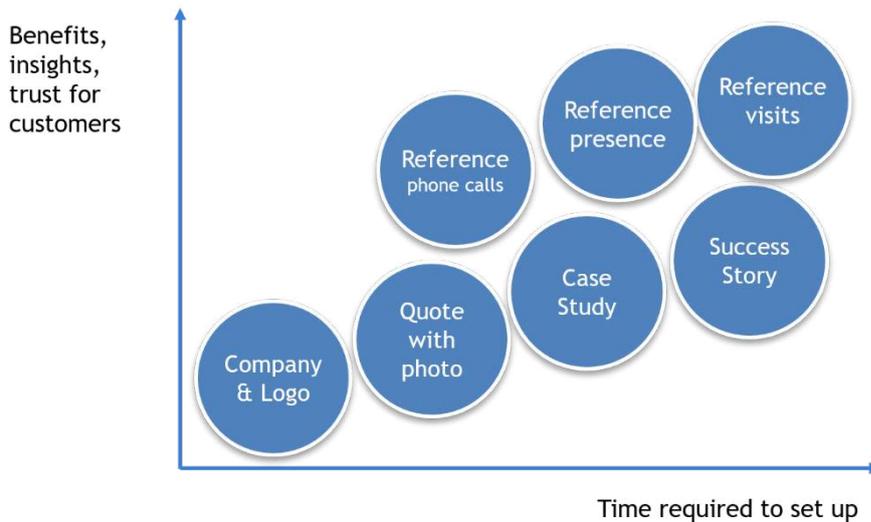
Always ensure that your reference customers fit in with your target segments and your personas!

At this point in the “Successful Go-To-Market” training course, we will provide you with some help in the form of our Reference Matrix – Document G7.

TYPES OF REFERENCE

The reference provider can supply various different types of reference. Depending on the type used, the benefits, insights and of course the level of trust of the potential or evaluating customer will increase accordingly.

At the same time, however, there is also a difference in terms of the time required to create the reference for you as the reference recipient and for your customer the reference provider.



Displaying the name of the reference customer along with their logo is the most modest form of reference marketing.

Advantage: Low investment in terms of time

Disadvantage: Little impact as the benefits are not verifiable and no details of actual projects are communicated.

A quote from a reference customer (with photo) is a commonly used form as the photo gives a more personal feel.

Advantage: Low investment in terms of time; level of trust is increased as there is some information about the product/project, and the reference provider is personally named and shown with a photo.

Disadvantage: A lack of in-depth evidence of project details

Case study is a traditional tool often employed in reference marketing. Here a project involving the reference customer is presented in printed form, as a rule on two pages of A4 paper.

Nowadays, use is also made of case studies in the form of videos.

With a case study, the focus is exclusively on the reference customer. They are presented by means of their logo, photos and quotes.

Advantage: High level of trust encouraged and the customer can read about the precise details of the project, and can therefore identify with the reference customer to a greater extent.

Disadvantage: Very time-consuming. There is a danger that the project may not fit in precisely with the customer's expectations and that it in fact creates insecurity on the part of the customer.

User report is a special form of case study using a reference customer who is well-suited to issuing a press review and who appears in the media.

Advantage: Can be quickly drawn up from a case study.

Success story is a report about the overall relationship between the reference provider and the reference recipient. In contrast to a case study, this has less of a specialist focus and more of an advertising feel.

Advantage: High level of trust encouraged and the customer finds out something about the project. Through the use of less specific project details and the stronger advertising feel, the reference becomes suitable for more general application.

Disadvantage: Larger investment in terms of time required. No precise project details.

Reference telephone calls. The reference provider gives their agreement to being called by interested parties.

Advantage: Very high level of trust encouraged. The customer can ask for themselves about specific details of the project and will be provided with a large part of the information they need.

Disadvantage: The prerequisite here is a very high level of trust in the relationship between the reference recipient and the reference provider – something which often fails due to issues on the part of the reference recipient. The investment in terms of time required is difficult to calculate.

Reference presence, i.e. presence of reference customers at events. At the invitation of the reference provider, the reference customer reports on the joint project at trade fairs, in forums and at events.

Advantage: Very high level of trust through personal encounter. The customer can ask for themselves about specific details of the project and will be provided with a large part of the information they need.

Disadvantage: Very time-consuming for the reference provider. Very thorough preparation required. The prerequisite here is a very high level of trust in the relationship between the reference recipient and the reference provider.

Reference visits. The reference provider gives their agreement to visits to their company by interested parties so that they can witness for themselves the solution provided by the reference recipient being used in an actual production environment. The reference visit is considered the ultimate measure in terms of reference marketing.

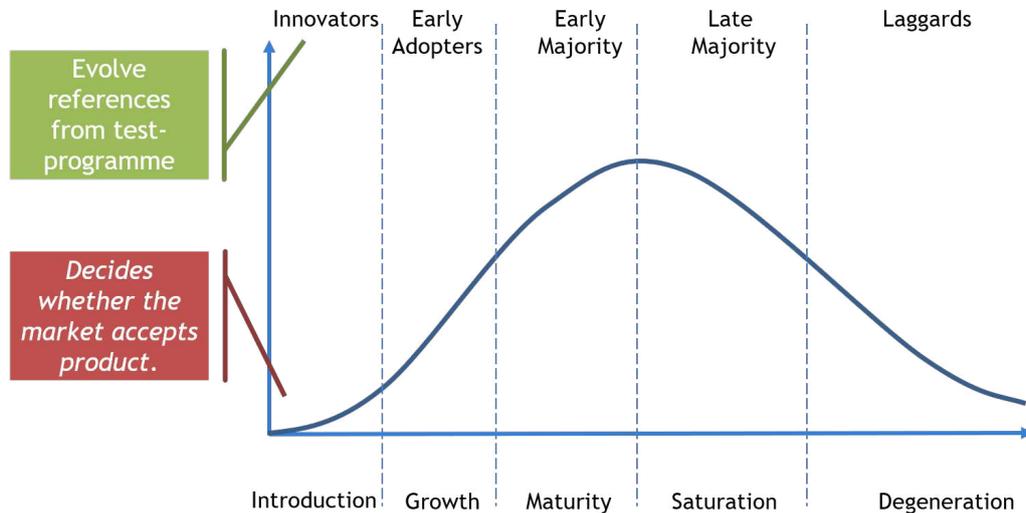
Advantage: Maximum level of trust. The customer gets the optimum level of information for their needs.

Disadvantage: Very time-consuming for the reference provider and the reference recipient. The reference provider allows others to gain an insight into their company's operations and this may not be something they want. It is very difficult to find reference providers. Extensive preparation work is required. The prerequisite here is a very high level of trust in the relationship between the reference recipient and the reference provider.

REFERENCE CUSTOMERS IN THE PRODUCT LIFECYCLE AND PROGRAMMES

There is a close relationship between references and the product lifecycle.

We have different types of customers at the different phases in the product lifecycle. This means that, for every phase in the product lifecycle, we also need the right kind of references.

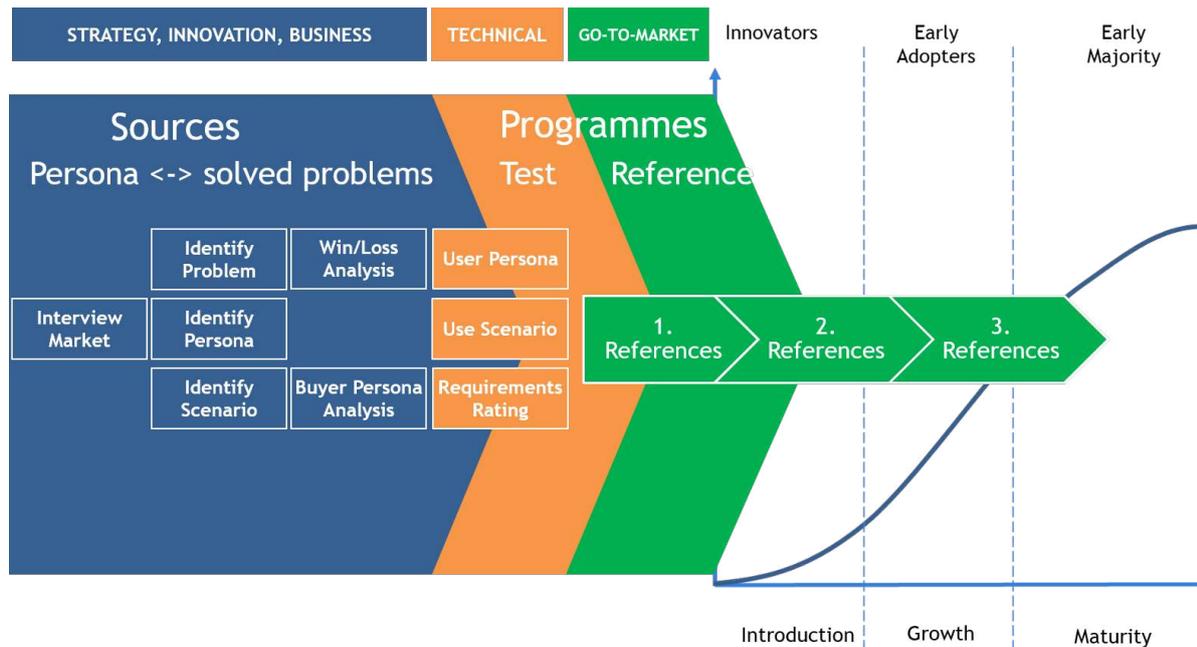


References at the time of the product launch can provide an added boost!

The most critical phase for new products is their introduction on to the market. What happens in this phase has a decisive effect on whether the product is accepted or becomes a flop. We have already considered countless things that we as Product Managers can do right at the beginning to help our product to be successful, and we will continue to use many of the results from the strategic phase of product management during the Go-To-Market phase.

When a new product is launched, reference customers can help by providing an additional boost to get through the most critical phase, in particular with capital goods.

The nurturing of reference customers for the product launch is something that you in particular, as the Product Manager, should be keeping in mind as early as the stage of conducting interviews in the market. You can already start to build up personal contacts that you can use to positive effect in the further phases prior to the product launch, and then later when the product is actually introduced.



Through the interviews, we get to know the potential customers and their problems. If it is established that the problems you have uncovered are indeed widespread and that the customers are also prepared to pay for the solution, and if your senior management have approved the investment, then you and your product teams can get started.

The most trustworthy contacts will come from the pool of customers for whom the top market problems are to be solved.

Our goal is to win over these contacts for the following programmes:

First and foremost, a product test programme is to be recommended (Beta programme, O-series), as it allows the customer to test and try out the product as of a certain phase in product development. The feedback received can then be directly integrated into product development. For this reason, the programme should be managed by the Technical Product Manager/Product Owner or, as is often the case in practice, within the Quality Assurance function.

If the contacts are satisfied with the test product and the support they receive, they can then be approached to ask whether they would be prepared to act as reference customers.

Once the contact has agreed to act as a reference customer and if the company already has a reference customer programme, then you can inform them that they will now be taken care of by the staff from the Reference Customer Marketing team.

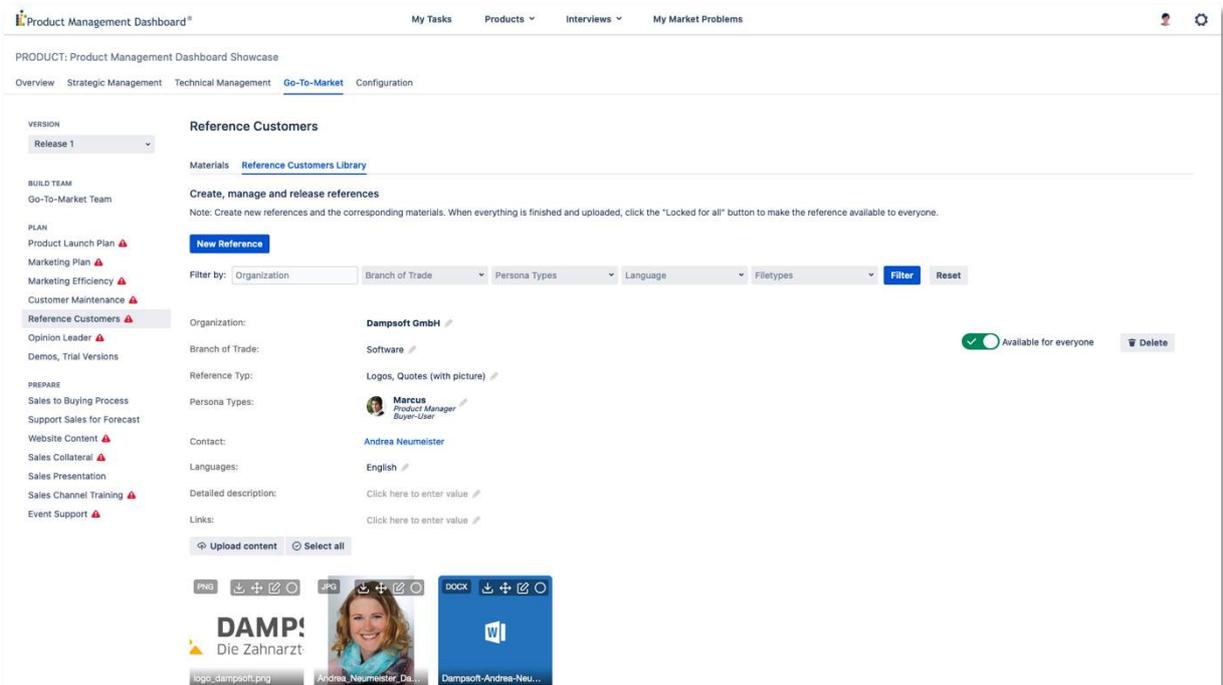
If the company does not yet have a Reference Customer Marketing team, then it will be the task of the staff in the Marketing department to set this up.

The first reference customers can now be employed for the product launch in order to give the product a boost right from the start.

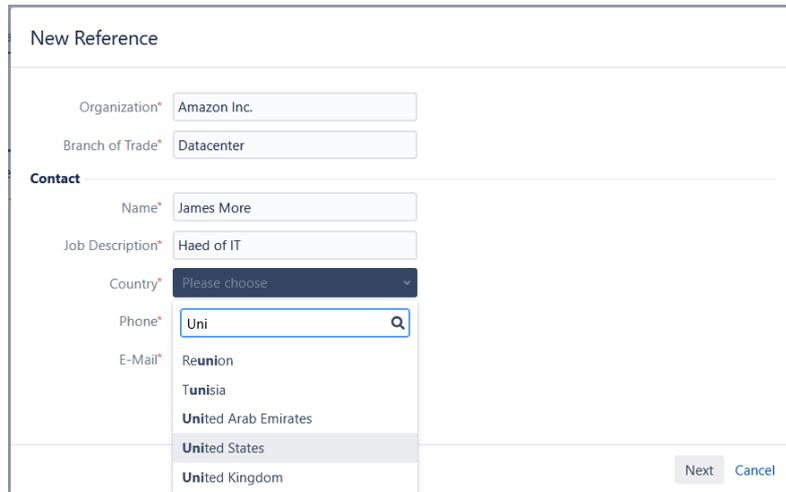
In the further course of the product lifecycle, references will be needed to fit in with the customers in each phase. We therefore need to set up references now for the forthcoming phase so that we can then make use of these as required.

The explanations provided so far on programmes and the product lifecycle can best be understood by taking a look at the graphic above.

In our training course “Successful Go-To-Market”, we help you to maintain an overview of the references which are already available, according to personas as well as product lifecycles and types of reference, by providing you with our Reference Matrix – Document G7.



All information about the reference customers can be stored. There is one view for product management or marketing and all others. Marketing and product management can compile all the data for a reference customer and store all the details such as images, texts, etc., in order to then create finished documents such as a success story as a PDF file. The finished success story, the finished PDF file is then released as material for all, so that sales, consulting, etc. can independently find and use the current materials.



When creating a new reference customer, a wizard guides you, making all the necessary queries so that the required information is available for sales, consulting, etc.

OPINION LEADERS

In both their private lives and in the business environment, many people are influenced by so-called opinion leaders.

In the private sphere, this might be politicians, journalists, priests, artists, sportsmen or women, etc. People listen to these figures, trust them and pass on their ideas to others.

The situation is similar in the product environment. Here too, there are opinion leaders in many areas, those who customers listen to and trust, and whose ideas, thoughts and products they recommend to others. How often do we hear an emotional discussion about cars, smartphones, nutrition, bringing up children, football, etc.? Behind these themes, there will always be someone whose statements and/or actions have been found to be convincing. In the end, people also buy the associated products, such as cars, smartphones, diets and foods, books on bringing up children or tickets for the stadium and merchandise from the football club.

There are various different types of opinion leader with regard to products:

- Analysts and market research institutes, e.g. Gartner, IDC, GfK
- Visionaries, e.g. Bill Gates, who said as far back as 1976 that one day every household would have its own PC.
- Innovators, e.g. Henry Ford, whose Model T was to be affordable for everyone and was the first car manufactured in series production on a conveyor belt.
- User guidance, e.g. the designers of Apple
- Active voices in a community, e.g. the “inventor” of Linux, Linus Torvalds, whose statements are still today highly respected within the community, meaning that he also forms opinions.
- Associations and interest groups, e.g. the Automobile Club ADAC, who act as the mouthpiece for car drivers in Germany.
- Local leaders, friends, business partners
- etc.

We can take advantage of the fact that potential customers respond to opinion leaders to enhance our Go-To-Market.

To do this, we need to identify the following, with the help of our interviews, our win/loss analysis and our buyer personas:

- Are there any opinion leaders in our market?
- Who are the opinion leaders and leaders?
- How do they influence the market?
- How great an influence do they have on individual personas and their purchase decisions?

Ultimately, you need to find out who a person trusts on certain themes and where they seek advice on these themes. This influencer is therefore the opinion leader in this field.

Now we need to make use of this opinion leader for our own benefit.

Examples:

If you know that a managing director regularly reads studies on a certain theme, then you can yourself commission a study on this theme, e.g. carried out by analysts or market researchers, with results that throw a positive light on your company.

If safety certificates from TÜV, as a recognised safety institution, are known to have an influence on decision-makers, then you can work with TÜV to draw up an appropriate certificate for your own company.

With our SelfBackup example, we saw that Claudia's own boyfriend had the greatest influence when it came to technical issues. If we can reach him and convince him of the quality of our products, then Claudia will decide in favour of them too.

It is also possible for your own company to become an opinion leader. For this to happen, you will need to deliver your own content on certain specialist themes; we call this content marketing.

The following points are important and need to be observed:

- Write about market problems
- Use the content to deliver solutions or write about solutions
- Show that you are experts in your specialist area
- Use your own findings from the skills analysis
- The person who delivers the content should be a market and/or specialist expert rather than a product expert.
- Deliver content via all those who feel qualified to do so.
- Avoid delivering content about your “own great” products, as this constitutes advertising.

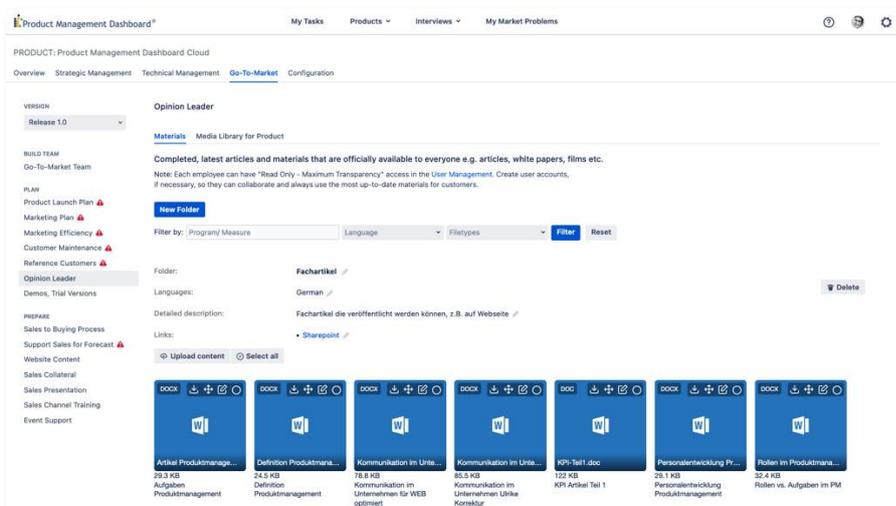
The communications specialists in your Go-To-Market team will then be responsible for publication on the appropriate channels.

The media and channels used will depend on the buyer personas.

The following are suitable for communication of your content (among others):

- Blogs
- Specialist articles (in magazines, on your own website), press articles
- White papers
- Videos
- Speakers at specialist conferences, perhaps organise your own specialist conferences
- Social media, where relevant
- Studies

Becoming an opinion leader requires some effort and it also takes some time to build up competence, credibility and trust in the market, but it brings with it advantages that we can make utilise in our Go-To-Market.



All documents, such as technical articles or white papers, can be filed in an orderly fashion under the item Opinion Leaders, within the Product Management Dashboard, so that everyone can find them in seconds.

Author: Frank Lemser – Version: December 2023

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TEST VERSIONS, PRODUCT DEMOS, TRIALS – DOCUMENT G8

We all come across test versions, product demos and trials in our everyday lives.

Car dealers offer test drives, food manufacturers and butchers run tasting campaigns in supermarkets, perfume manufacturers give away little bottles of perfume as testers, online media portals offer trial memberships for a limited period, and so on.

All these campaigns have one thing in common – the provider wants to make potential customers into evaluating customers and to convince them of the quality of their product in the hope that they will ultimately make a purchase and become an actual customer.

In particular with capital goods, it is certainly advisable to give the customer the opportunity to try out the product. By the way, this is also a mandatory condition of many invitations to tender issued by both public authorities and companies.

Having the opportunity to test or try out the product also speeds up the sales process because the customer is able reach a decision faster as to whether they want to proceed with the purchase.

Test versions, product demos and trials can also be used to win over opinion leaders, analysts, journalists, bloggers, etc.

Do you remember the example used at the beginning of this book? During which phase of the Go-To-Market project did Apple provide test products for journalists, bloggers and opinion leaders so that they would sell the benefits of the products to customers with these first hands-on articles?

Product launch Apple iPhone 4



Immediately after the new products had been announced and still during the phase when they could be pre-ordered, the products were given to journalists, bloggers and opinion leaders for them to try out.

You can decide whether you need a test version, a product demo or a trial on the basis of the analysis of the buyer decision process and of the decision criteria for the buyer personas.

It will then be clear right at the start of the planning phase of the Go-To-Market project whether you will need to produce a test version or trial.



If it becomes clear that you will need to produce a test version or trial, then this can be used by the Marketing and Communications department to contact representatives of the press, analysts and other opinion leaders prior to the actual product launch.

The goal here will be to get positive reports from these persons for the product launch, as these will then have an influence on the potential end customers.

Your engineers will be responsible for the technical aspects of providing the test version or trial. All the organisational aspects, such as logistics, i.e. how the test version or trial is to be delivered to the customer, any required access codes or such like, will be dealt with by the Operations Manager. He/she will be provided with support from the necessary departments and their contact persons in the Go-To-Market team.

Tip from actual practice:

It is essential to ensure that access to the test version or trial is made as simple as possible for the interested customer, otherwise you may start to lose customers even at this early stage. Ask for as little data as possible and never ask for data related to a subsequent payment, as this puts people off.

It is very important that the following points have been clarified when offering a test version:

- 1) Who will offer customer support during the test phase?
- 2) What happens at the end of the test phase?
- 3) Who will contact the customer at the end of the test phase?
- 4) What feedback channels are available to the customer?

In order that the procedure for providing the test version or trial runs according to a set of repeatable steps, we would recommend setting up a test version programme, i.e. one person should be responsible for all tests, and records should be kept. In addition to the points listed above, these will also document:

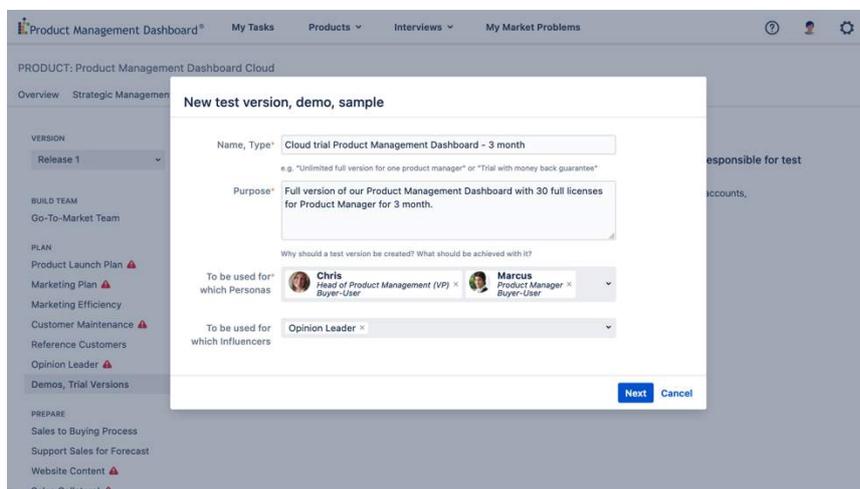
- why a test version or trial is being issued
- which persona requires a test version
- whether there are functional or time-related restrictions and when these come to an end
- which members of staff are responsible for providing the test version or trial
- who is responsible for communications with analysts, the press and opinion leaders

In our training course “Successful Go-To-Market”, you will be provided with Document G8 – Demo Programme, which will help you to set up your test version programme.

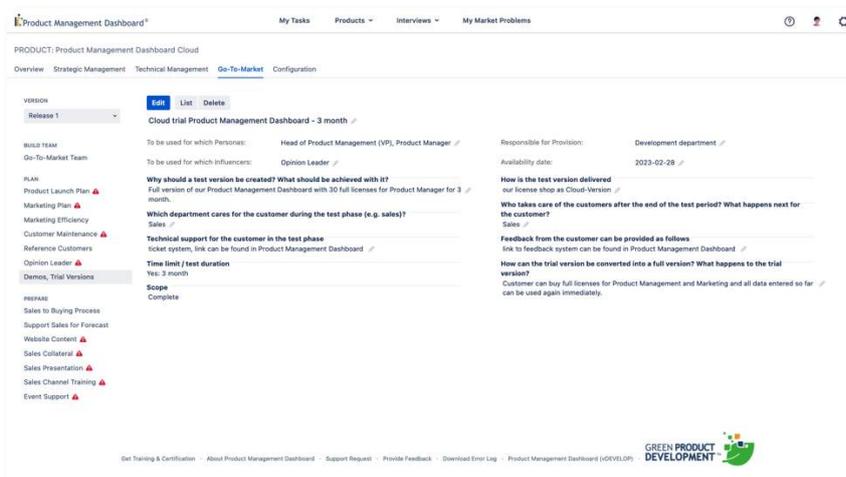
There are various options for test versions:

- Product trials
- Versions of the product with reduced scope
- Time limit but with full function
 - only for test purposes
 - with automatic conversion to the full version
 - without automatic conversion to the full version
- Sales demo versions to give demonstrations at the customer's premises
- Other forms: money-back guarantee, e.g. test the product for four weeks – if not satisfied, send back the product and get your money back

A test version or trial means additional effort, but it speeds up the sales process. If you are convinced of your product's worth, then this will help you to convince potential customers of its benefits.



In order for Sales as well as everyone else to find all information about trial versions and for you to answer as few questions as necessary, all information is collected with a guided query.



In One Overview, all the trial information is provided for sales and everyone else, so there is more clarity and less asking.

SALES TO BUYING PROCESS

In this chapter, we would like to clarify a misunderstanding that we frequently encounter in practice and that sometimes leads to a conflict between employees in Product Management and in Sales.

MISUNDERSTANDING BETWEEN PRODUCT MANAGEMENT AND SALES

We often hear from Product Managers that they are unhappy about the following issues:

- Sales are not selling my products.
- Sales hardly have any time for our sales and product training sessions.
- Sales don't seem to want to learn anything – instead they just ask me questions every time they have an issue.
- If Sales were more committed to selling my product, and were more proactive, then we could sell much more and my product would be more successful.
- Somehow it feels like no-one is giving me support to make my product more successful.

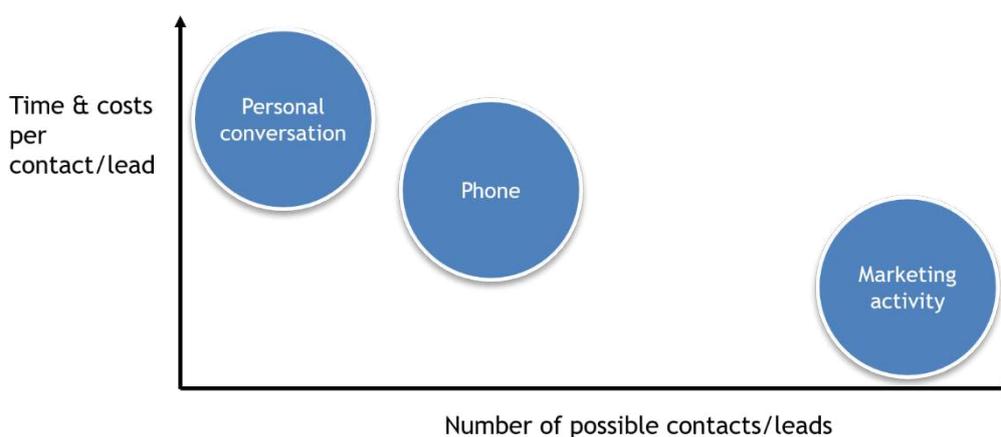
The Product Manager's closing words are often “... and I just don't understand why”.

Colleagues in Product Management, what you are describing here is the world seen from the point of view of a Product Manager who has apparently failed to spend much time getting to know his colleagues in Sales or gaining an understanding of their tasks, their problems and the overall sales process.

Let's first of all take a look at the sales process, which is very closely linked to the buyer decision process, as the two things are always interdependent.

If Sales are being asked to show more commitment and to sell more proactively, then we need to step back and take some time to consider the following diagram.

Sales expenses



Selling more proactively means more effort on the part of Sales which in turn means a higher investment in terms of time and therefore higher costs.

Example from actual practice:

A Product Manager working in commercial trading outlined the following situation:

He was convinced of the worth of a product which the trading company had developed by combining various existing products to create a new stand-alone product. According to him, the product solved an existing problem in the market, something that he had identified through conversations held in the marketplace. Now it was time to sell the product. His colleagues in Sales were provided with information about the product and given training.

Unfortunately, the product didn't sell as well as expected because, according to the Product Manager, his colleagues in Sales had not put in enough effort.

The Product Manager could not understand why Sales didn't simply drive out to every potential customer, tell them about the product and achieve more sales.

What the Product Manager was asking them to do was, at the end of the day, a so-called "cold call", which is in fact the most expensive and time-consuming of all sales techniques, and the one with the lowest success rate. In our diagram above, this example would be placed on the far left at the top.

On account of the poor prospects of success, his colleagues in Sales are not at all keen on making "cold calls", which by the way is completely normal, as they are after all only human. No-one wants to do things that are unlikely to result in success and that also happen to be time-consuming.

According to the diagram, we can obtain the highest number of contacts/leads with the least requirement in terms of time and costs through the use of marketing activities. At this point, we are assuming that all the things you have learned up until now will be incorporated into your marketing activity, in particular the findings from the chapter entitled Marketing Efficiency.

Let's go back to our Marketing and Sales Funnel.

Who is responsible?



The Marketing and Sales Funnel highlights the order in which things need to be done up until the point where our colleagues in Sales take over.

- 1) As the Product Manager, you are responsible for conducting a market analysis and for the definition of the target segments and personas.
- 2) On the basis of the analyses and the input of Product Management, Marketing can then decide on the appropriate marketing activities and implement these.
- 3) Sales then take on the contacts/leads qualified by the marketing activity and, in the final step, will offer these customers advice and support up until the point when they make a purchase.

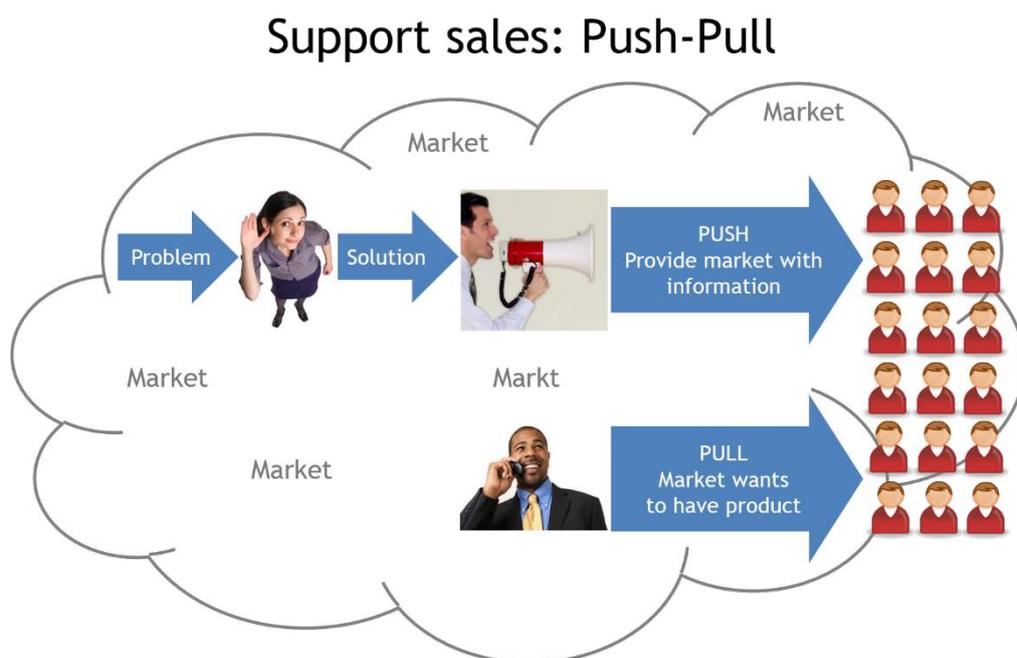
Let's look again at the tasks of Sales within our Go-To-Market team, as discussed at the beginning of this book. Here we can see, precisely reflected, the conclusion that we have just arrived at with the help of the Marketing and Sales Funnel.

Tasks of Sales and Consulting:

- takes up leads, contacts them and provides them with advice
- provides information about newly-solved problems
- issues quotes and conducts negotiations
- regularly keeps in touch with:
 - partners
 - customers and evaluating customers
- takes care of, provides support to and deals with the problems of:
 - customers
 - partners
- acquires customers (should be done as little as possible, as expensive)

If Sales takes up the contacts/leads obtained from the marketing activity, then Sales must be regularly supplied with newly-qualified contacts/leads.

This is the responsibility of Product Management and Marketing/Communications.



Product Management identifies the problems of the market and delivers the message for the solution to Marketing/Communications. They in turn communicate the message to the market, in particular to the defined market segments and personas.

We call this process PUSH, because we are giving customers' interest and demand a "push".

However, if the market reacts to our marketing activity and asks us for the product, then we call the demand that we have generated PULL, as the market is now "pulling" the products from our shop/warehouse without our help.

As there are also products that require advice, the provision of test products, price negotiations, etc., these market players who "pull" or ask for the products will be directed to our colleagues in Sales.

For this reason, every marketing activity must be planned jointly as a team effort between Product Management, Marketing/Communications and Sales, as it needs to be clear

1. How

and

2. Where

those making enquiries can get help from our company if they have questions.

There are also further reasons why this team needs to plan their marketing activities jointly. You can read more on this in the chapter "Support for Sales with Forecasting".

WHAT SALES NEEDS FROM PRODUCT MANAGEMENT – DOCUMENT G9

Over the course of many years, in our conversations with colleagues from the departments adjacent to us, we have heard again and again about the awful problems they experience with Product Management.

Likewise, our many colleagues from Sales, whether they are sales staff, department heads or international top managers, have all at some point reported very similar things and made the same complaints:

- Product Management seldom delivers any detailed market information and in most cases none at all.
- The content and the quality of the information that Product Management delivers is not adequate for the provision of comprehensive advice to customers.
- With the information that they deliver, it is seldom possible to highlight the unique advantages or added value of the company or the product.
- Statements on the product are often hard to understand as they are far too technical.
- It is not possible to show the customer their savings in terms of time and/or money, i.e. why the investment would be worth it for them.

It is therefore clear to us, as Product Managers, what Sales needs in order to fulfil their tasks in a better way:

- Sales collateral, sales tools and sales trainings, the content of which rectify the points where there are deficiencies.
- Easily comprehensible descriptions of the market problems that have been solved and information on what the customer will save in terms of time and/or money so that Sales have good arguments and are able to explain to their customers why the investment is worth making.
- An overview of the competition and of our unique advantages in comparison to them

- Information on the problems that will be solved with the current product and on the potential customers for whom they will be solved.

The last point in particular is very interesting as it provides the company with an opportunity to acquire new customers. What we mean here is shown below:



If Product Management:

- regularly conducts interviews in the market
- incorporates data from market interviews conducted by Sales
- carries out win/loss analyses and possibly finds similar problems
- identifies problems, scenarios and the relevant personas
- develops the corresponding buyer personas

then Product Management will know precisely which problems are being solved and can:

- deliver a market message that describes the solutions with reference to the criteria of the buyer personas.

Because all the interviews have been recorded, it is clear which customer had the problems which we have now solved with the product. As Product Managers, we can then pass on these contact details to Sales, along with all the arguments that will enable them to say to the potential customer: "We have now solved your problem."

In order that this link is created between the solved market problem, the interview and the contact details, we need to find a way of representing the situation. One way of keeping track of this link is through the use of the software that we have developed.

Sales to Buying Process

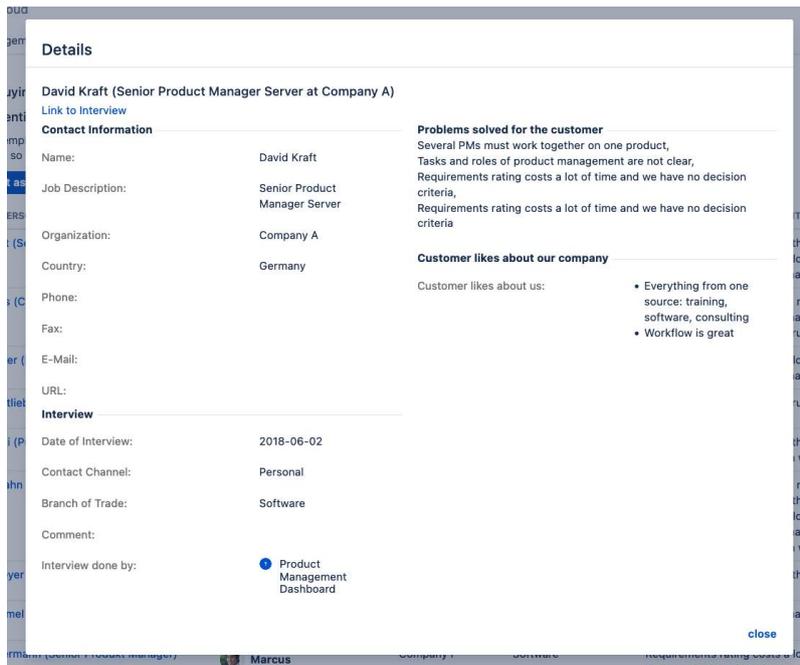
List of potential customers who can be informed that their mentioned problems have been solved with this product.

Note: Each employee can have "Read Only - Maximum Transparency" access in the User Management. Create user accounts, if necessary, so they can collaborate and always use the most up-to-date materials for customers.

[Export List as CSV](#)

CONTACT PERSON	MATCHES PERSONA(S)	ORGANIZATION	BRANCH OF TRADE	SOLVED MARKET PROBLEMS WITH CURRENT VERSION
David Kraft (Senior Product Manager Server)	 Marcus	Company A	Software	Several PMs must work together on one product, Requirements rating costs a lot of time and we have no decision criteria, Tasks and roles of product management are not clear

Sales can be accelerated as interviewed customers can be contacted directly by sales and learn that their problems have been solved. A list can be exported as CSV and thus transferred to other systems such as the sales CRM.



Details

David Kraft (Senior Product Manager Server at Company A)

[Link to Interview](#)

Contact Information

Name:	David Kraft	Problems solved for the customer Several PMs must work together on one product, Tasks and roles of product management are not clear, Requirements rating costs a lot of time and we have no decision criteria, Requirements rating costs a lot of time and we have no decision criteria
Job Description:	Senior Product Manager Server	
Organization:	Company A	
Country:	Germany	
Phone:		
Fax:		

Customer likes about our company

Customer likes about us:

- Everything from one source: training, software, consulting
- Workflow is great

Interview

Date of Interview:	2018-06-02
Contact Channel:	Personal
Branch of Trade:	Software
Comment:	
Interview done by:	 Product Management Dashboard

[close](#)

Details zu Kunden die kontaktiert werden können.

If we have a good understanding of the Sales to Buying Process, then we can derive from this the materials and information that are needed by Sales and by our sales partners.

The simplest way to do this is to consider the process from the point of view of the buyer, because it then soon becomes clear what information the buyer will need and at what point in the process.

In other words, let's look at the buyer decision process, then we can find out what information we will need to provide and in which sales channel.

To get a grasp of this, we can once again make use of the graphics from the chapters "Planning the Go-To-Market from the customer's perspective" and "Phases of the buyer decision process in Business to Business".

Which information to provide?



Persona	Phase	Details
User	Recognise problem	Problem: costs time and/or money
(User), technician, (economist)	Look for a solution	Product requirement: must save time and/or money Information sources: websites, advisory & sales partners, systems suppliers, distributors, manufacturers
User, technician, economist	Make a choice	Criteria: save time and/or money, costs-benefit, effort, safety, certification, service ... Information sources: website, personal advice/conversation
(User), technician economist	Testing / evaluation	Type of test : tenders, option to test product, reference visits
Economist	Purchase	Purchasing channel: sales partners, distributors, systems suppliers, manufacturers ...

In order to find out which channels the buyer uses for their purchases, we need to take a look at the results from the strategic part of product management. We have used the results of our analyses to create our distribution strategy and this has been documented.

To ensure that we pass on a standardised message to all our sales partners, we use the results gained from positioning, which we likewise developed in the strategic phase of product management.

When you are planning marketing activities or campaigns, please remember to involve Sales and your sales partners at an early stage, so that:

- neither Sales nor your sales partners get any unpleasant surprises, for example if there have been communications with customers, but not with your sales partners, with the result that the sales partner hears about your campaign for the first time from their customer.
- resources can be reserved in good time and, if necessary, logistical plans can be made.
- it is clear both how leads are to be generated and how many of them are to be generated.
- Sales and the sales partners understand the procedure for passing on or taking over leads.
- Customer Service can provide support to customers.

In our training course “Successful Go-To-Market”, we will provide you with our tool “Sales Channel Info Matrix” – Document G9 to help you to get a better overview of the sales channels, required information, materials, status, etc.

We provide a detailed explanation of the materials which we can offer to support Sales and our sales partners in the chapter “Sales Collateral”.

SUPPORT FOR SALES WITH FORECASTING – DOCUMENT G10

Those who have been working in a corporate environment for some time will be familiar with this situation – your colleagues in Sales start crossing their fingers for good luck or fetching their crystal balls out of the drawer, or you start to hear the sound of dice falling on the floor again. It is once again time to draw up the forecast, i.e. an estimate issued by the Sales department that provides a plan of what they hope to sell in the forthcoming period.

And yes, all the people from Sales who we have spoken to have also confirmed this picture, whether they are part of a small company or a global concern.

With products that have been on the market for some time, these figures tend to be based on the experience of recent years. With newly-introduced products, by contrast, the predictions often turn out to be completely wrong.

Why is that?

A good friend of mine, Petra Heinrich VP, Partners & Alliances EMEA at Red Hat Inc., explains the situation as follows:

“In all the years I worked in Sales, we simply had to patch together our forecasts as best we could, because no-one provided us with any sensible figures that we could use as a basis for our plans. The primary factor in creating a forecast is experience. Product Management almost never provided us with any information or market facts, because in most cases our colleagues there didn't have any facts or figures themselves. And yet it would be desirable for Product Management to have this information and to make it available to us in Sales so that we can draw up our forecasts faster and with more accuracy.”



Petra Heinrich VP,
Partners & Alliances
EMEA at Red Hat Inc.

The effects of Product Management's lack of support for Sales in the drawing up of their forecasts are as follows:

- A great deal of insecurity with regard to sales figures
- A lot of “ups and downs” for the company
- Expensive actions to try to somehow reach the stated goals
- Long forecast periods
- Frequent adjustment of figures
- Constant enquiries from the management asking why the figures are not correct
- Dissatisfaction on the part of senior management/investors

Give your Sales department support with their forecasts.

Pass on to your colleagues the results from the strategic phase of product management.

Provide them with information and figures such as:

- Market potential and target segments (precise definition)
- Competition, incl. strengths, weaknesses, risks
- The strategy you plan to use to beat the competition
- The particular area of competence of the company
- User personas and buyer personas, and messages for these
- Results of the win/loss analyses

- Market strategy
- Portfolio strategy
- Pricing strategy and business model
- Distribution strategy and, where applicable, added value for sales partners
- Strategic roadmap
- Planned marketing activities and their goals

With reference to the last point in particular, the planned marketing activities and their goals, it has been repeatedly demonstrated in practice that Product Managers have little understanding of the overall marketing and sales process.

Many of them believe that, if we implement a marketing activity today, then we will straight away see a noticeable increase in sales revenues.

In order to highlight the length of time that this cycle actually takes, and above all why, we can once again use our Marketing and Sales Funnel. The graphic below uses an example to illustrate the so-called sales cycle.

In the graphic we have taken data that is typical of the business world as, particularly in this area, we often witness a lack of understanding of the sales cycle. The phases and figures for consumer goods look somewhat different, at least in the area of sales qualified leads.



The blue figures show the overall marketing and sales cycle, i.e. here we take into account planning and development, right up to the start of the marketing activity. We also include the information phase and the action phase of the market players, up until the point in time when they become marketing qualified leads and are passed on to Sales.

In our example, it takes 70 days just to get to this point.

The red figures show how long the cycle lasts for the Sales area alone, up until the point when a payment has been received. In our example, this is 235 days.

If we then add the time required by Marketing, we arrive at a period of 305 days.

For us as Product Managers, this means that we need to plan well in advance, as it will be a long time before we are actually able to see the effects of a marketing activity in terms of revenues earned from our product.

It is therefore extremely important that you involve your Sales colleagues in the planning of marketing activities, as this will allow Sales to plan their own forecasts

1. in a much more precise manner
2. with a more long-term focus
3. with less effort

Here you can use the tool “Marketing and Sales Cycle Planner” – Document G10, which you will be given in our training course.

Tip from actual practice:

Plan all your marketing activities jointly with the members of your Go-To-Market team, as this will ensure that each of them can make their own plans and preparations. It will also ensure that the marketing activity is successful from an organisational point of view.

At the same time, you will also earn more respect from your colleagues as you will now take on the role of a professional leader for the product.

Tip from actual practice:

We would recommend that you use our “Marketing and Sales Cycle Planner” – Document G10 when you are planning your marketing activities. This planner will help you to get an immediate grasp of the length of the marketing and sales cycle. You will therefore be able to see when Sales can expect to see revenues and how much these will be.

	DURATION IN WORKING DAYS		WHERE IS THE DURATION DETERMINED E.G. CRM, ERP, MS PROJECT ETC.?
	ESTIMATED	ACTUALLY NEEDED	
How many working days does it take to plan the measure including creating to launch?	10	7	Product Management Dashboard
How many working days does it take for the first leads to respond to the measure?	30	28	Google Analytics
How many working days does it take when a customer contacts you to send out information material?	30	28	CRM
How long does it take for the customer to get back in touch after receiving the information material?	25	30	CRM
How many working days does it take to accurately identify and define the customer's problem?	14	14	CRM
How many working days does it take to find the right product/solution for the customer?	5	10	CRM
How long does it take from the start of the quotation phase until the quotation is sent?	10	14	CRM
How long does the customer evaluate the solution and the offer?	90	90	CRM
How many working days do the negotiations take?	5	10	CRM
How long does it take from the customer's order to the end of the service provision?	10	14	CRM
How long does it take from service delivery to invoicing in your company?	5	5	ERP
How many working days does it take from invoicing to receipt of payment?	30	30	ERP
Total	264	280	

If a marketing measure is planned and implemented, sales can now be informed about the earliest date on which they can expect sales from the marketing measure. This helps sales with the forecast. Each measure can be considered individually in order to provide sales with more precise results.

WEBSITE CONTENT

A website needs to be usable just like any good piece of software, but in this case customers will decide within the space of three seconds whether they continue to use it or not.

Aside from being user-friendly, something that we as Product Managers seldom have an influence over, the most important factor is the information that the customer finds on our website.

The first few seconds of their visit will be decisive.

1. Does the product solve my problem?
2. How will it help me?
3. Does it fulfil my criteria?
4. Does it satisfy my needs?
5. Will it save me time and/or money?

If the customer fails to find any answers to these questions, they will soon be gone and all the work done by your various colleagues, as well as the money that has been invested, will have been a waste of time as far as this customer is concerned.

Example from actual practice:

Nowadays, most websites have a usable design, because most companies today have this design created by professional agencies.

However, companies still create the content and text for websites themselves and there are plenty of examples where customers do not feel addressed or do not understand the solution.

Here are some examples of text from existing websites.

Note: Out of consideration we have made the names of the companies and products endless.

“The Company ProductName comes equipped with an Ultra High Definition panel and 3840 x 2160 pixel resolution that promises a remarkably sharp television experience. Newly developed especially for the leading quality standards of Company TVs.”

“Company ProductName Enterprise Application Platform delivers enterprise-grade security, performance, and scalability in any environment.”

In the book "Strategic Product Management", in the chapter "Positioning", you will learn how a market message should be structured correctly and why.

Examples for good design:

Before you carry on reading, take a moment to consider what your decision criteria would be if you wanted to buy a new TV.

Are you ready? Then please read on.


AWARD WINNER



OLED

A9G | MASTER Series | OLED | 4K Ultra HD | High Dynamic Range (HDR) | Smart TV (Android TV)
XBR A9G SERIES

★★★★★ (132)

- OLED delivers unprecedented black, contrast and color
- Picture Processor X1™ Ultimate for unparalleled realism
- Multi-dimensional sound from the screen with Acoustic Surface Audio+™
- Find entertainment by voice with Android TV™

Select to compare

Model and price

55" class (54.6" diag)
65" class (64.5" diag)
77" class (76.7" diag)

\$2,499.99¹


AWARD WINNER



OLED

A9F | MASTER Series | OLED | 4K Ultra HD | High Dynamic Range (HDR) | Smart TV (Android TV)
XBR A9F SERIES

★★★★★ (58)

- OLED delivers unprecedented black, contrast and color
- Pixel Contrast Booster™ optimizes color for extraordinary contrast
- Picture Processor X1™ Ultimate for unparalleled realism
- Acoustic Surface Audio+™ technology provides multi-dimensional sound

Select to compare

Model and price

55" class (54.6" diag)
65" class (64.5" diag)

\$2,799.99¹

Image source: <https://www.sony.com/electronics/tv/t/televisions>

Sony shows an overview with a lot of information on its website, so that you can already get a lot of information about each model on one page in the overview.

Due to the information provided, we can help customers to make a quicker decision with the large selection.

You can also use the results from the strategic phase of product management when designing your website, i.e. your message, and the positioning document that you drew up.

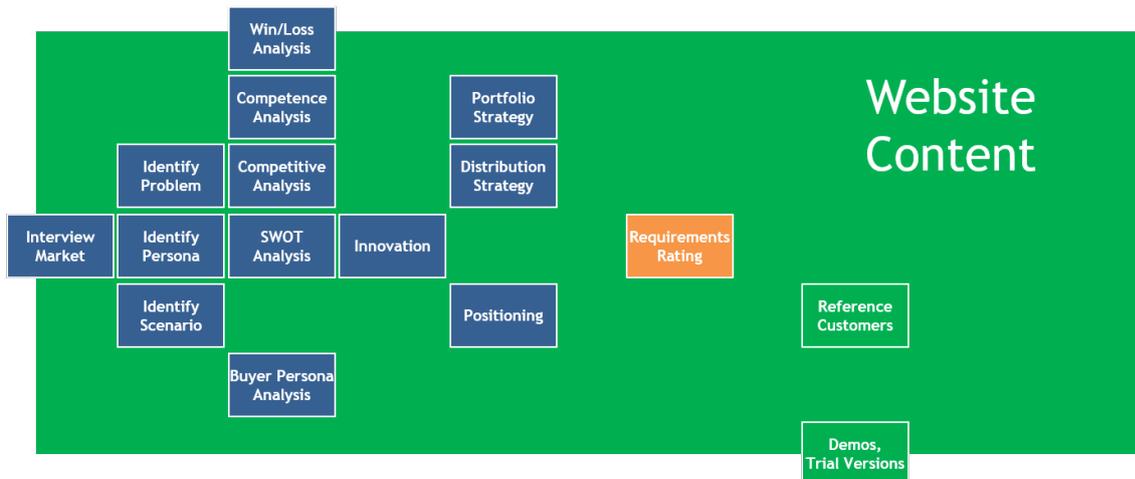
Your website should contain information on the following:

- Problems that have been solved in general terms
- Problems that have been solved for each persona and answers with regard to the respective decision criteria
- How much time and/or money will be saved
- Unique selling points (USPs)
- Different versions of the product -> target group (portfolio)
- Prices or, where applicable, a detailed price list
- Compliance with legal requirements and standards, and safety standards that have been met
- Detailed technical specifications
- References and/or results of testing by the press
- External roadmap, including an explanation of the different service levels

And don't forget to include these extremely important items of information:

- Contact details for enquiries
- "Call to action"

Sources for website information



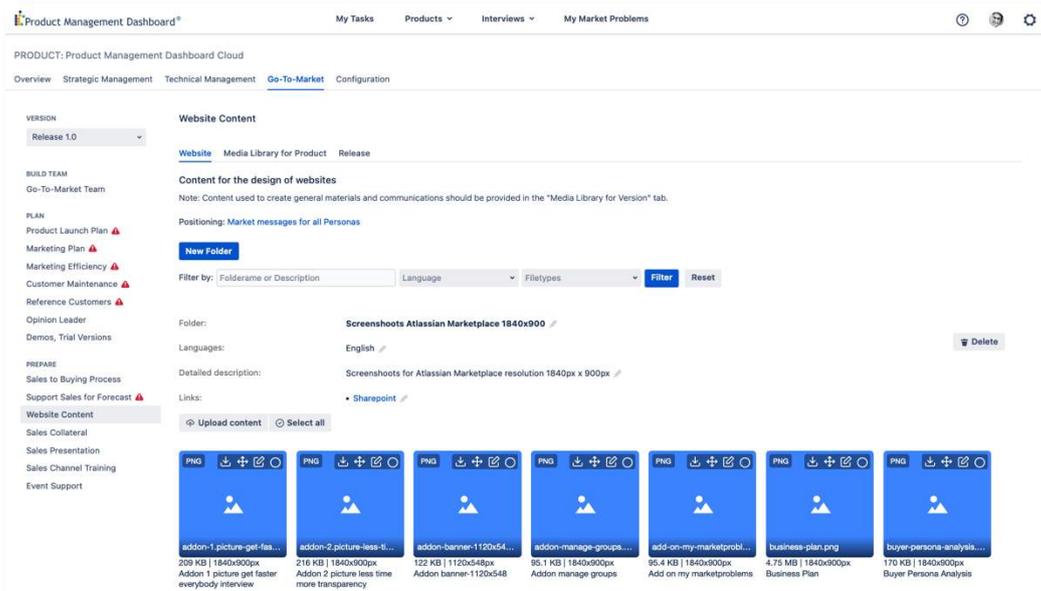
Please note:

When you are doing your win/loss analysis, remember to carefully examine the content of your website, i.e. ask yourself whether the customer has understood the content. Because:

Product Management delivers the information and the message.

To do this, make use of your strategic results and your positioning documents.

Online Marketing will take care of the rest.



All content for the website can be stored. Thus, the Go-to-Market team has a central place where the content such as images, texts, movies, etc. can be stored and long searches are eliminated.

SALES COLLATERAL

As has already been explained in the chapter “Sales to buying process”, your colleagues in Sales need support from Product Management and it needs to be based on market facts.

As most companies have several Product Managers, each with several products to deal with, it is impossible for their colleagues in Sales to remember all the information about each and every product.

Interestingly, in practice we have often come across Product Managers who seem to have no understanding of this fact. They tell us that Sales have very little idea about their products, are constantly asking them questions, and for some reason seem to be too lazy to learn anything for themselves. It is therefore no wonder that the products of Product Managers like these achieve only mediocre sales figures.

If you ask Product Managers how they support their colleagues in Sales and what sales collateral they provide them with, you will find that their support usually amounts to a highly technical presentation and a training session, during which the Sales staff are showered with lots of technical terms and details of special features.

Let's take a moment to recall the tasks of the Sales department.

Tasks of Sales and Consulting:

- takes up leads, contacts them and provides them with advice
- provides information about newly-solved problems
- issues quotes and conducting negotiations
- regularly keeps in touch with:
 - partners
 - customers and evaluating customers
- takes care of, provides support to and deals with the problems of:
 - customers
 - partners
- acquiring customers (should be done as little as possible, as expensive)

Working hours spent providing advice and information are expensive

As a lot of the information that customers need is of a generic nature, time can be spared here if, after a brief consultation, Sales can first of all provide the customer with detailed information material.

Incidentally, most customers prefer to be provided with detailed information material during the first step, so that they can look through it in their own time and, where applicable, make comparisons with other providers.

By the way, we call this information material that Sales provides to the customer “sales collateral”.

The goals that we are pursuing with our sales collateral are as follows:

- The customer can look through the information in their own time.
- The customer finds the relevant information.
- The customer understands the problems that have been solved and the arguments in favour of the product and the information has been provided in a language that they can understand.
- The customer recognises and understands our unique added value and/or the advantages we offer in comparison to the competition.
- Support and speeding up of the sales process.

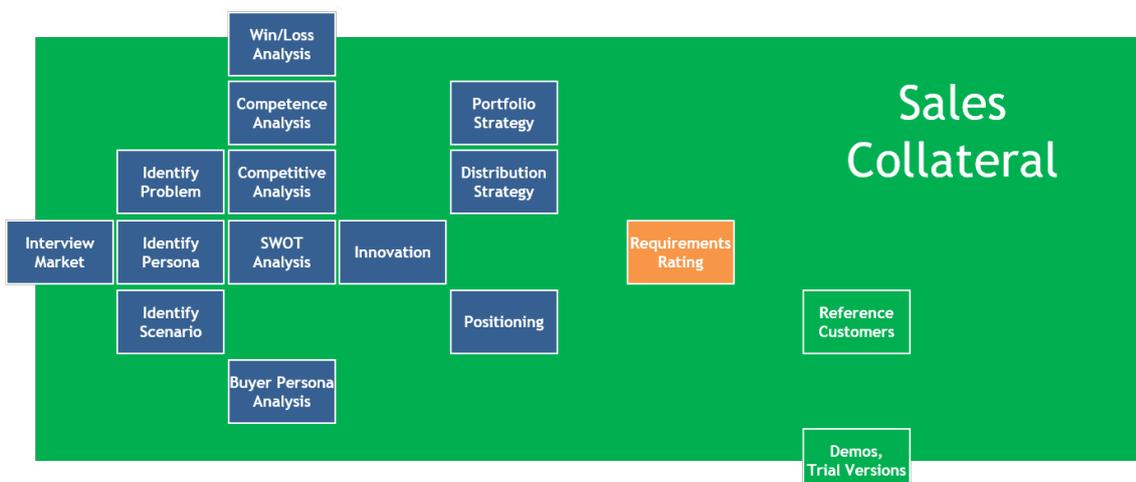
The information delivered should be similar to that on the website.

1. because not everyone reads the website in detail.
2. because the information on the website is spread across several pages.
3. as this provides a consistent picture of the statements made.

... and you also save time because you can reuse the information that you have put together.

You can once again use the following points from Open Product Management Workflow™ as sources for the content of sales collateral:

Sources for content of sales collateral



In summary, the sales collateral should contain the following information:

- Problems that have been solved in general terms
- Problems that have been solved for each persona and answers referring to the relevant decision criteria
- How much time and/or money will be saved
- Unique selling points (USPs)
- Different versions of the product -> target group (portfolio)
- Prices or, where applicable, a detailed price list
- Compliance with legal requirements and standards, and safety standards that have been met
- Detailed technical specifications
- References and/or results from testing by the press
- External roadmap

The following information should always be included:

- Contact details for enquiries

Here you can once again use the positioning documents that you drew up in the strategic phase of product management.

The kinds of material that need to be produced will depend on the type of information that is required. We can find this out in the conversations held with buyer personas and those held by our colleagues from Sales, and these can be found in the communications strategy that was drawn up.

Some typical examples of sales collateral are as follows:

- Flyers and brochures, in either paper or digital form as PDFs
 - Product brochures, case studies, success stories
 - Kick-off materials for partners
- Fact sheets
- Sales presentations
- TCO/ROI calculator (TCO = Total Cost of Ownership; ROI = Return on Investment)
- Conversation guidelines for external partners
- Videos
- Product demo versions, product trials
- White papers
- Product information for templates for giving quotes

To help you to maintain an overview of the sales collateral that has been created and that is available, you can make use of the tool “Sales Collateral Matrix” – Document G11, which we will provide in our training course “Successful Go-To-Market”.

If your products are sold through sales partners, i.e. indirect sales, then your sales partners will also need to be provided with sales collateral and perhaps further sales materials. Your partner's sales representatives will be facing the same challenges as your own colleagues in Sales. So they will likewise be grateful for any material that makes their work easier.

Example from actual practice:

Car dealerships provide an example that everyone will probably be familiar with. Car dealerships are sales partners, i.e. the indirect Sales department of the car manufacturers. All their information material comes from the car manufacturer. If you look for contact details, however, you will always find the address of the car dealership.

Example from actual practice:

Information material for partners can also be provided in electronic form. A wide range of different information that will be helpful to the partners can be uploaded and edited.

On this point, take a look at the websites of the partner network of the world's biggest software manufacturer, Microsoft: <https://partner.microsoft.com/de-DE/>

Important:

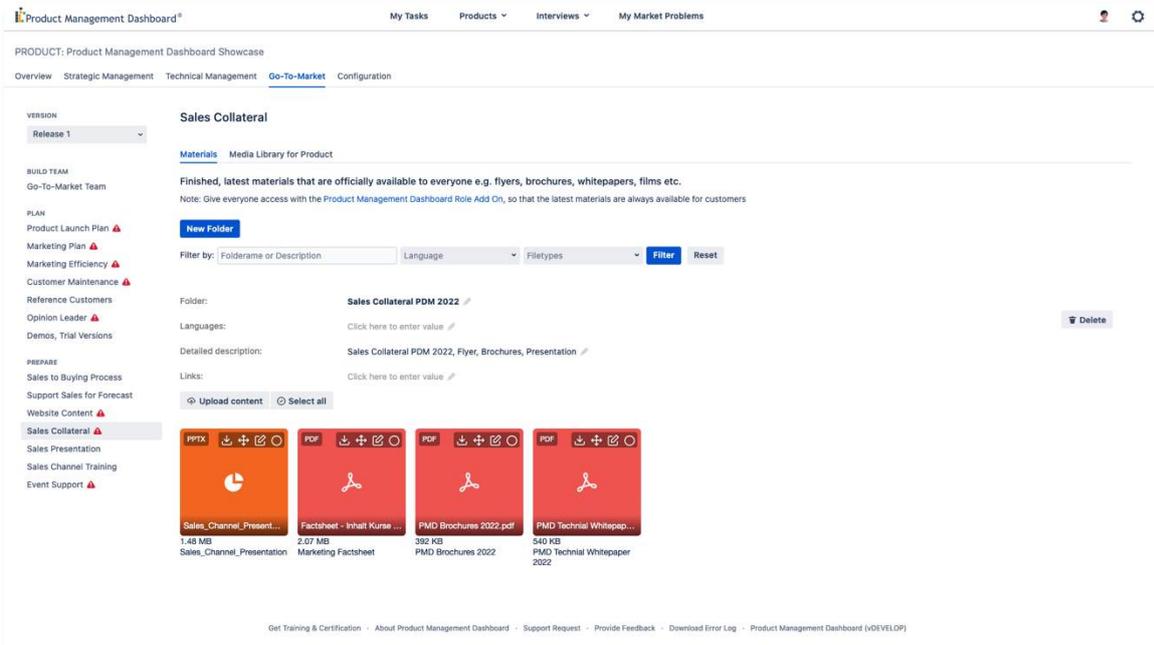
Always check whether your sales collateral has been understood by the customers. To do this, you can use the win/loss analysis from the strategic phase of product management. You can also ask your colleagues in Sales which materials they use and which material is understood by the customer, so that you can make amendments or improvements to the material if necessary.

Please note:

Product Management delivers the information and the message.

To do this, make use of your strategic results and your positioning documents.

Marketing will handle the production of the material.



All sales materials for the product have a central place. This means that sales staff and everyone else can find them with just a few clicks. Lengthy searches are a thing of the past.

SALES PRESENTATION – DOCUMENT G11

In practice we frequently hear Product Managers saying that they have little time for their strategic work as they are out and about so often with their colleagues from Sales giving them support with their first visits to customers.

Here it would seem that we have a typical chicken and egg problem.

This can be relatively easily solved, however. After all, if I ensure that I do my strategic work and supply my colleagues with a sales presentation that is built on market facts, then I can let my colleagues from Sales go on their own to their first customer visits without any worries.

*“Customers never buy a product.
They buy what the product can do for them.”*

Peter Ferdinand Drucker

... it follows that sales presentations also need to be structured in such a way that customers understand what our product can do for them:

- which problems it solves for them
- how much time and/or money it will save them
- which needs it may satisfy for them
- the fact that it fulfils certain criteria

The goal of the sales presentation is:

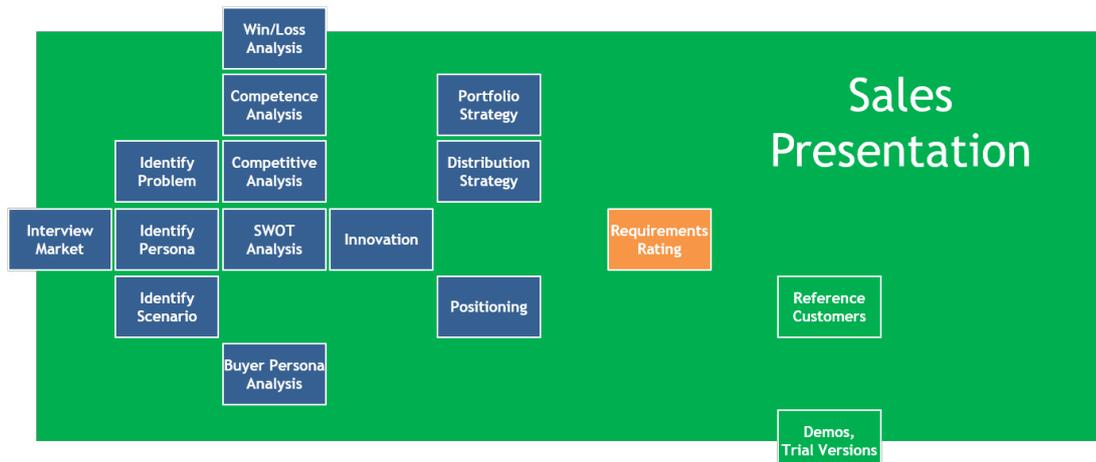
- to support Sales so that they can advise customers
- to present problems that have been solved for each persona
- to highlight criteria that have been taken into account and fulfilled for each persona
- to communicate the added value and savings for the customer
- to enable a direct exchange of questions of answers
- to respond to individual customer situations and customer problems

Sales can use the sales collateral provided to them to help them with their sales presentations. The following are particularly helpful:

- TCO/ROI calculator (TCO = Total Cost of Ownership; ROI = Return on Investment)
- Price calculator
- Guidelines for conversations and argumentation

As with the sales collateral, the sources can be found in the following points:

Sources for content sales presentation



Tip from actual practice:

Ensure that you are consistent in your communications, i.e. the sales presentation should reflect the same statements as those used on the website and in the sales collateral.

We would recommend a two-part structure for the sales presentation – a generic part and a part that can be individually tailored to the customer.

- Generic part
 - Problems that have been solved in general terms
 - Unique selling points (USPs)
 - References
 - Options for obtaining test products, product demos, product trials
 - External roadmap
- Individually tailored part (ready-prepared slides with gaps)
 - Addressing the individual customer's situation or problems
 - Problems that have been solved with reference to the customer's situation and for each persona
 - Criteria that have been fulfilled for each persona
 - Suitable versions of the product from the portfolio, and information on why this version is the best fit
 - How much time and/or money it will save this particular customer
 - Legal requirements and standards that have been complied with
 - Safety standards that have been complied with
 - Individual ROI calculation tailored to the customer in question

Tip from actual practice:

Try to avoid the most common mistakes that are often seen in practice:

1. A message that the customer cannot understand
2. Often it is a case of technical blurb or buzzwords that have simply been edited by Marketing to look more attractive
3. Insufficient individual tailoring to meet the criteria of the buyer persona of the particular customer

Important:

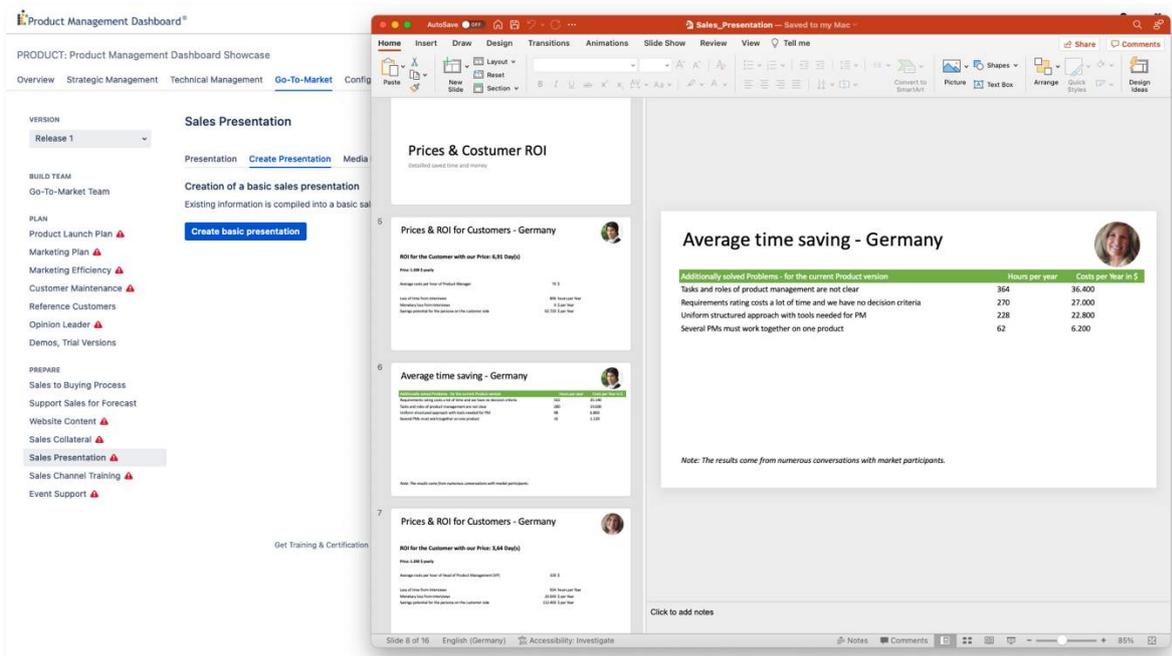
Check to see whether the customer has understood the sales presentation:

- Does the customer understand the value for them and therefore the price?
- Did the customer understand the content?
- Are the differences between our company and the competition clear? Are the unique features clear?
- Is it clear why, out of all the products in the portfolio, this version is the right one for the customer?
-

It may well be that, whilst reading this, it has occurred to you that the sources for the content as well as the content of the sales presentation itself are after all similar to those for the website and the other sales collateral.

Correct! We can therefore make the following statement which should provide you, as a Product Manager:

If Product Management has **dealt with the strategic part of their task in a professional manner**, then the results arrived at can be made good use of. They will **only need to do the work once** for the various different sales-supporting measures such as website, sales collateral and sales presentation, as the content used will be repeated in each of them in order to achieve consistent communications.



Strong arguments for sales with 1 click in a sales presentation created on the basis of their market facts from the strategic part. Sales can download themselves the current presentation, if you file the ready one under the tab "Presentation".

TRAINING FOR THE SALES CHANNELS

As already mentioned in the introduction to the chapter “Sales collateral”, many of our colleagues working in Product Management report that they already provide training on the Go-To-Market for their Sales departments, but it seems that their colleagues in Sales can't remember all the great features and functions of the products and are therefore not able to pass this information on to the customers.

Example from actual practice:

When I first started my job as a Product Manager for SuSE Linux, I, Frank Lemser, saw for myself the way my colleagues in Product Management provided training to Sales, Support and further departments, and provided them with all kinds of technical information.

My colleagues in Sales told me that each of them had to sell several different products and that it was impossible for them to remember all these technical details for every product.

After countless conversations with various colleagues from Sales and from other departments, I spent some time considering how this problem could be solved and how we could provide effective support to the Sales department.

As a result of this, various training sessions were introduced to tie in with the product launch.

In their training session, the Sales staff were first of all provided with information about the results from the strategic phase of product management, for example problems that had been solved, target groups, market message, added value for the partners and for customers, competitors and arguments in our favour, as well as reference customers, etc. There was then an explanation of the sales collateral that was available to them, as well as information on the content of the material and on when they could make use of it.

A second training session was aimed at the staff from Support, Training, Consulting and Technical Pre-Sales and was set up with the help of the software architects, who also presented it so that any detailed technical questions could be answered. Incidentally, Support, Training, Consulting and Technical Pre-Sales also attended a session of the actual Sales training course to ensure that the problems that had been solved, target groups, message, competition, added value for the partners and for customers, etc. were also clear to them.

The staff from all the departments were very enthusiastic about this new approach, with the result that we held the training sessions at all of our various sites.

We used the same training sessions on our product launch tour to provide our sales partners with information prior to the product launch. In this case, a member of staff from Technical Presales delivered the second, more technically-focused part of the training. Here too, the training sessions were met with great enthusiasm. One of the partners was so impressed that he invited us to repeat the presentation for his partners and customers in the FC Schalke 04 football stadium.

You will need to train the staff in Sales and your partners before the product launch:

- so that they understand the content of the sales collateral
- how the content was created (market facts, results from the strategic phase of product management)
- to communicate the content from the sales collateral and the sales presentation:
 - problems solved for each persona
 - how much time and/or money will be saved, using examples
 - unique selling points (USPs)
 - product version -> target group (portfolio)
 - legal requirements and standards that have been complied with
 - safety standards that have been met
 - external roadmap
 - etc.
- what added value it gives the partners

- what opportunities it presents for sales partners to earn their money
- how the product supports the partners in earning “even more money” through their own additional benefits
- how and when the various materials can be used:
 - sales collateral
 - sales presentation
 - demos, trials
 - reference customers
 - sales presentations
 - etc.

For **technical products** we would recommend that you set up **two training sessions**. One for Sales and one for staff and partners with a technical focus, for example Support, Consulting, Technical Presales, etc.

By using our distribution strategy, we can determine the sales channels that will require training and that will need to be provided with information prior to the product launch, so that, after the product launch, customers will also be able to access information on the product from the sales partners.

Phases of purchase - B2B

Persona	Phase	Details
User	Recognise problem	Problem: costs time and/or money
(User), technician, (economist)	Look for a solution	Product requirement: must save time and/or money Information sources: websites, advisory- & sales partners, system suppliers, distributors, manufacturers
User, technician, economist	Make a choice	Criteria: save time and/or money, costs-benefit, effort, safety, certification, service ... Information sources: website, personal advice/conversation,



The information sources of a B2B customer when making a purchase decision

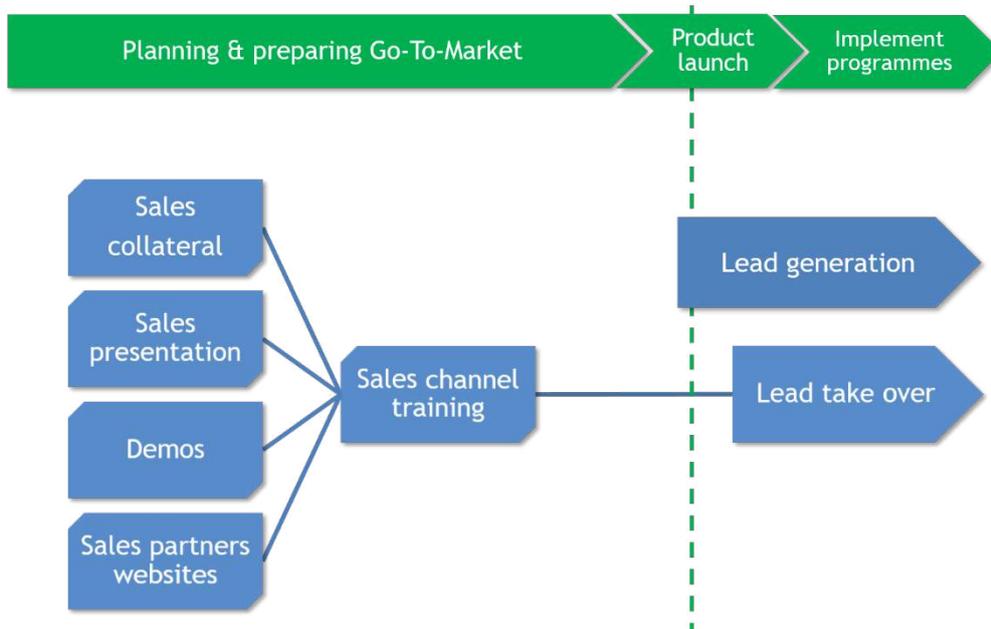
When planning the product launch with the Go-To-Market team, the following points should be clarified in the Launch Plan:

- Who will be responsible for training tier 1, 2 and 3 partners?
- When will the partners be trained prior to the product launch?
- Who will provide the partners with the sales collateral?
- How will the sales collateral be sent to the partners?
 - Who will be responsible for delivering it?
- Who will be responsible for setting up product information, e.g. in online shops?

Tip from actual practice:

If you have a large amount of information for your various partners, you can use the internet to set up special partner websites. Here you can upload materials, conduct online training sessions, etc. To see a good example, take a look at the Microsoft Partner Network at: <https://partner.microsoft.com/de-DE/>

The goal of the training sessions for Sales and the sales partners is for them to be in a position to handle leads from the moment when the product is launched, so that the energy created by the push through PR and the marketing activities for the launch can immediately be made positive use of.



#	Problems	Innovation?
11	Tasks and roles of product management are not clear	Yes
8	Requirements rating costs a lot of time and we have no decision criteria	Yes
5	Several PMs must work together on one product	Yes
5	Uniform structured approach with tools needed for PM	Yes
4	Little trust in business plans, missing market facts in decision templates	

Only 1 click and in seconds you get a clearly structured presentation with all prepared information, for the training of your sales channels. Empower sales partners faster to deliver arguments to understand customers through targeted training, based on 100% market facts.

Finished presentations can be stored in the media library for all company employees to access.

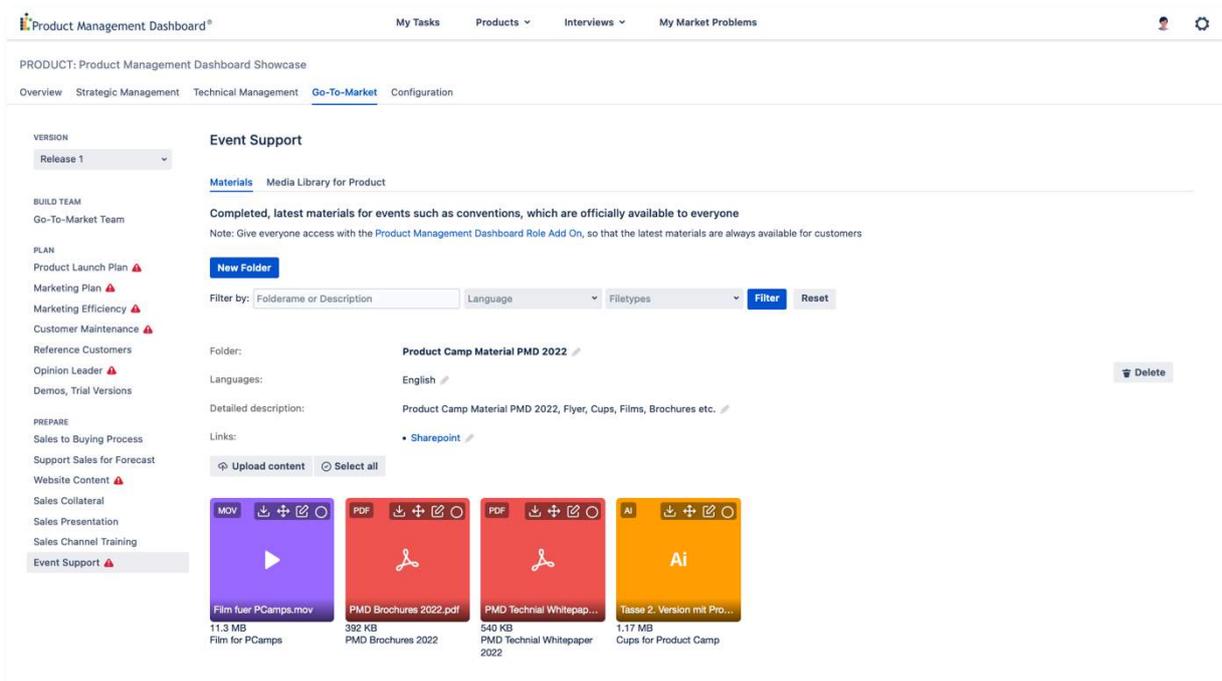
EVENT SUPPORT

The tasks of Product Management will also regularly include the provision of support to colleagues in the preparation and implementation of events such as trade fairs, in-house exhibitions and customer and partner events.

Information and the central message on the product that we are delivering have already been passed on to Marketing with the positioning document from our work on strategic product management. This ensures that our communications are consistent here too.

In summary, the tasks of Product Management with regard to events are as follows:

- delivering the product's message for Marketing
 - positioning document
- supporting Sales with special leads
- answering questions from the press and analysts
 - Product Management is the market expert
 - Product Management understands:
 - the message for the product
 - the target group, their problems and how the product solves these
 - the unique features of the product in comparison to the competition
 - how much time and/or money customers can save



One place for all event materials. In a few seconds you can find all materials for the event, for the respective country and language, with the help of Event Support Library™. The storage of all materials is done in a few seconds for the respective events, for the respective country and language, with the help of Event Support Library™.

Tip from actual practice:

Always use events as an opportunity to listen so that you can discover unsolved market problems. You can also make use of events to test out the market message. To ensure that you can do these things and that you have plenty of time for the press and for analysts, pay attention to the following points:

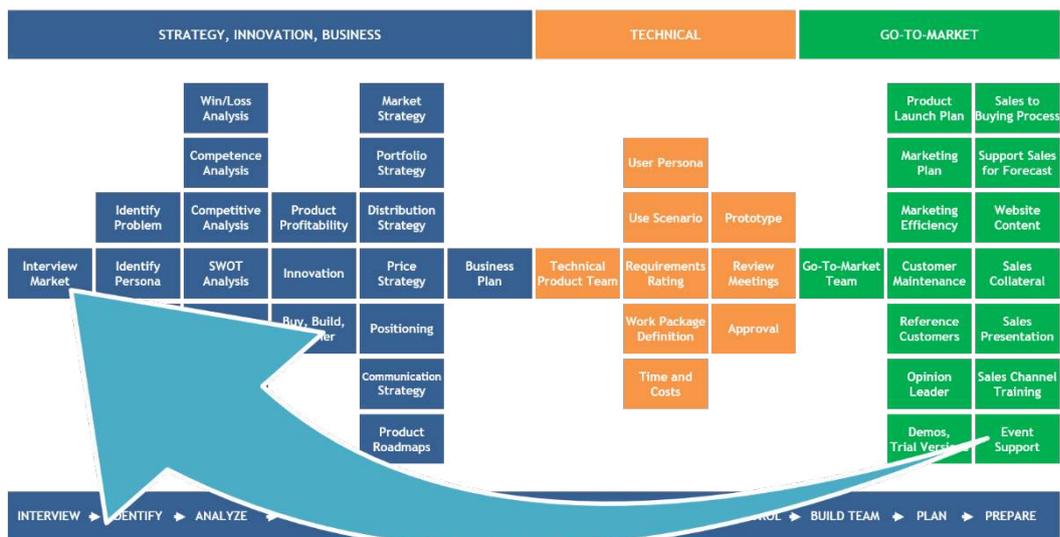
1. It is not your task to sell.
2. Make sure that Sales don't try to make you into a member of the Sales Support team.
3. It is not your task to offer technical support.

As a Product Manager, you can use events in the following way for your own strategic work:

- a. If at all possible, give a talk or a presentation – this will make it much easier for you to make contacts afterwards.
- b. Make sure that if you identify any new problems in conversations, you record the relevant contact details and all further pieces of information afterwards in the interview records from the Strategic Product Management training course.

And now we've come full circle with the role of the Product Manager.

Open Product Management Workflow™

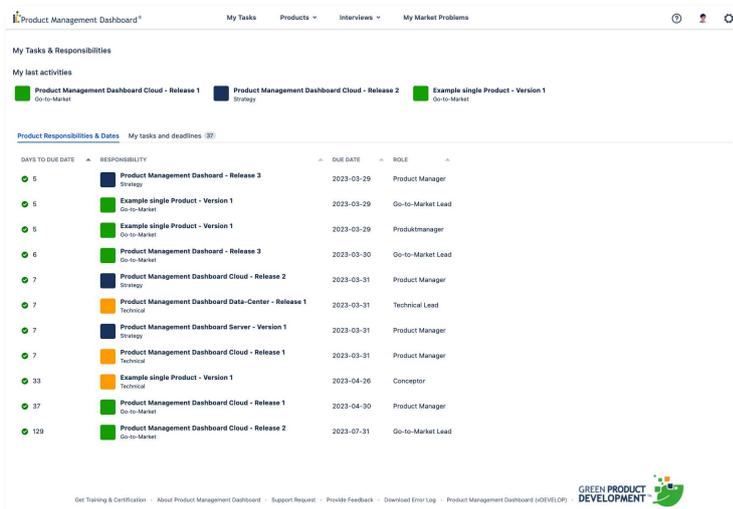


PRODUCT MANAGEMENT DASHBOARD® - FOR JIRA

The Product Management Dashboard® is the world's most widely used software for complete comprehensive product management, consisting of strategic and technical product management as well as Go-to-Market/marketing.

Your unique advantages:

- Clear tasks & responsibilities through fully automated agile Open Product Management Workflow™
- 100% market-driven & strategic product management, development and marketing
- Uniform and structured working as a team with a tool for strategy and technology
- Get in only 2 hours your strategies & Agile Business Plan™ as PowerPoint
- Automatically prioritized requirements backlog with Requirements Backlog Prioritizer™
- Find in seconds all product materials and info in the Product Materials Library™
- The entire product development and marketing in one system from strategic to technical product management, development and marketing



CLEAR TASKS & RESPONSIBILITIES

Become faster through clearly defined tasks and responsibilities for Strategic Product Management, Technical Product Management and Go-to-Market.

ALWAYS KNOW WHAT TO DO WITH MYTASKS DASHBOARD™

"My Tasks & Responsibilities" as well as all deadlines until completion at a glance and complete immediately with the help of the right tool.

FULLY AUTOMATED AGILE WORKFLOW AND DATA-POOL

Your strategies, development and marketing fully agile and 100% market-driven with the Agile Business Plan™. Fully automatically prioritized requirements backlog and all information, documents and materials for a successful Go-to-Market in one place.



Unique advantages for Product Management:

Become up to 50% faster and 100% market-oriented in product management with clear responsibilities, tasks and a unified, structured work with automated tools for strategy, technology and marketing.

- "My Tasks & Responsibilities" as well as all deadlines until completion at a glance and finish immediately with the right tool.
- Get in 2 hours your 100% market fact based strategies and Agile Business Plan™ as a PowerPoint incl. management summary
- Prioritize all requirements automatically in 1 second based on strategy, customer benefit, revenue and time
- Product Management teams can work together on one or more products
- You will find all information about the product in seconds, because everything about the product is in one place
- Consolidation and automatic evaluation of all ideas and market information from a variety of sources such as customers, Sales, Management, Technical, Support in one central location
- 100% facts, less discussions due to automated support for strategy derivations and the creation of business plans
- Direct transfer of market requirements as product requirements to Development in one system, Development-JIRA®
- View the overall project status at any time from the strategy to the technology through JIRA as a common point of reference
- Implement a successful Go-to-Market together as a team, i.e., distribute and complete tasks and monitor results



Unique advantages for Management:

Your business becomes up to 50% faster and 31% more profitable through 100% market fact based strategies, Agile Business Plans™, product development and marketing and immediate response to changing market conditions.

- 1 click and compact business plan incl. management summary received as PowerPoint, 100% based on market facts
- ROI in 1.5 hours for your organization using the Product Management Dashboard (per month)
- Avoiding bad investments and increasing corporate success through long-term strategic product planning
- Various sources such as sales, product management, management or technology can dump ideas and market information into a funnel which automatically evaluates the information
- Reduce meeting time, fewer discussions, but make more confident decisions with more market facts
- No costs for additional server infrastructure or administration since everything runs on the JIRA project management software
- The entire product development takes place in one system, from strategic and technical Product Management to production
- Knowledge remains comprehensible for everyone in the long term, even when employees leave the company, as all knowledge is transparently documented

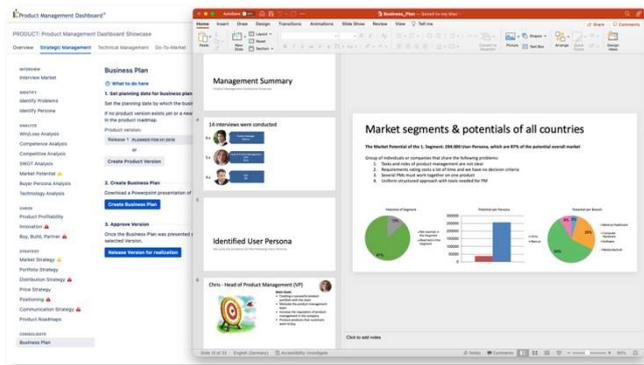
All colleagues can store conversations or interviews with customers on various products. Various evaluations of the interviews are made by the system.

STRATEGIC PRODUCT MANAGEMENT

Become market-driven, react immediately to market changes with the automatic alert system for analyses and strategies and make your strategies fully agile.

GET IN 2 HOURS YOUR AGILE BUSINESS PLAN™ INCL. POWERPOINT

Get your 100% market fact based Agile Business Plan™ as PowerPoint in 2 hours, with market potentials, all strategies, prices, costs, market-message and strategic roadmap.



STRATEGIC ROADMAPS™ IN SECONDS BASED ON FACTS

With just a few clicks, you can create a fact-based Strategic Roadmap™ that your management understands.

TECHNICAL PRODUCT MANAGEMENT

Team management, User-Persona, automatically prioritized requirements, project status, time & cost overview and workpackages handover to JIRA in one place.

REQUIREMENTS BACKLOG AUTOMATICALLY PRIORITIZED

Save weeks and get your requirements automatically 100% market-driven and strategically prioritized with the Requirements Backlog Prioritizer™.

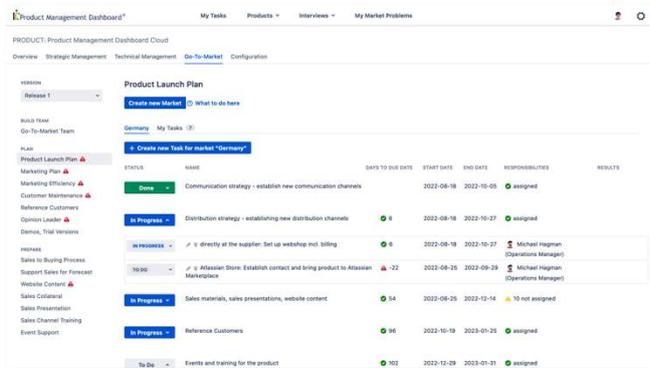
MARKET PROBLEMS	PRIORITY	REQUIREMENTS COVERAGE	RELATED REQUIREMENTS
Mandatory requirements JIRA	799992	Already covered add Requirement	The product must work with JIRA.
Tasks and roles of product management are not clear	23	38 of 11 Problem(s) mentioned in interviews add Requirement	Definition of strategic product management tasks Definition of technical product management tasks
Requirements rating costs a lot of time and we have no decision criteria	17	38 of 8 Problem(s) mentioned in interviews add Requirement	Prioritizing requirements costs a lot of time
Uniform structured approach with tools needed for PM	11	3 of 5 Problem(s) mentioned in interviews add Requirement	There is no uniform procedure for PMs and no tools
Several PMs must work together on one product	9	5 of 5 Problem(s) mentioned in interviews add Requirement	Several PMs must work together on one product Store the data of the common product centrally in one place
Little trust in business plans, missing market facts in decision templates	8	create Requirement	
Extra costs for server infrastructure and personnel (admin) for PM software	6	create Requirement	

FULL DEVELOPMENT OVERVIEW PROJECTTRACKER™

You always have an overview of development progress, costs, times, the plan and deviations.

GO-TO-MARKET & MARKETING

Create your product launch plan and marketing plans as a team in minutes. Become more successful and get greater marketing success with the same budget, through 100% market facts based planning and through individually standardized tasks, responsibilities and due dates.



STATUS	NAME	DAYS TO GO DATE	START DATE	END DATE	RESPONSIBILITIES	RESULTS
Done	Communication strategy - establish new communication channels		2022-08-18	2022-10-05	assigned	
In Progress	Distribution strategy - establishing new distribution channels	6	2022-08-18	2022-10-27	assigned	
In Progress	directly at the supplier: Set up webshop incl. billing	6	2022-08-18	2022-10-27	Michael Hegeman (Operations Manager)	
In Progress	Atlassian Store: Establish contact and bring product to Atlassian Marketplace	-22	2022-08-25	2022-09-29	Michael Hegeman (Operations Manager)	
In Progress	Sales materials, sales presentations, website content	54	2022-08-25	2022-12-14	10 not assigned	
In Progress	Reference Customers	96	2022-10-19	2023-01-25	assigned	
In Progress	Events and training for the product	102	2022-12-29	2023-01-31	assigned	

ALL MARKETING & SALES MATERIALS IN ONE PLACE - PRODUCT MATERIALS LIBRARY™

Save hours of time for searching, because all marketing and sales materials can be found immediately in the Product Materials Library™.

1 CLICK: SALES & CHANNEL TRAININGS PRESENTATION

Save weeks and get your sales presentation and sales channel training presentation in 1 click.

MORE ECOLOGICAL, FASTER, MORE PROFITABLE, MORE SUSTAINABLE

Imagine developing innovative products that are sustainable and save a lot of resources such as raw materials, materials, energy, water, labor and time.

Imagine that you need only 50% of the previous time for development and marketing and at the same time your company becomes up to 31% more profitable.

All the tasks you need to do are clearly defined and many of them are automated or can be done in minutes using the Product Management Dashboard, our product management software.



What else you need to do: *talk to your customers, conduct interviews.*

This way you develop products that are sustainable because you solve problems that are widespread as well as satisfy real needs of customers. At the same time, you avoid costly, time- and resource-consuming misdevelopments. And incidentally, you'll make your business up to 50% faster and 31% more profitable.

Product management has the ecological future of all of us as well as the economic future of your company in its hands.

You have this future in your hand.

FREE 3 MONTHS – SAMPLE PRODUCT INCLUDED

You can use the Product Management Dashboard for JIRA, the world's most widely used software for complete comprehensive product management, free of charge for 3 months and start immediately, as there is a cloud version and a locally installable version. Also included is a complete sample product, the Product Management Dashboard Showcase.

www.pro-productmanagement.com/pm-software

MORE INFORMATION

Detailed information about the Product Management Dashboard can be found on the website:

www.pro-productmanagement.com/pm-software

and the associated subpages.

FURTHER SUPPORT FOR YOU

If you would like to carry out training in your company or require support for your Product Management department, simply get in touch with us.

Furthermore, you can also get support for the following topics:

- Coaching & Mentoring
 - Your Product Managers are accompanied throughout their day-to-day work in order to put what they have learned into practice
- Broaden, practise and implement your topics in workshops, e.g.:
 - Conduct and evaluate interviews as well as Win/Loss analyses
 - Derive strategies and product positioning
 - Create business plans & business cases
 - Technical PM including requirements evaluation
 - Plan and implement Go-To-Market

CONTACT OUR TRAINERS

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Head of global Training



Markus Kraft
Instructor

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